

TWENTY CENTS

MARCH 15, 1930

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Sales Management

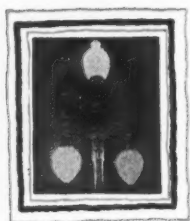
The Weekly Magazine for Marketing Executives



Walter P. Chrysler
President, The Chrysler Corporation, Detroit

Chrysler and Chevrolet Launch
New Policies to Combat Ford

Certain-teed Finds a Way to
Increase Turnover for Dealers



Dressing Up for Business in New Orleans



THE world's widest business street is now the world's best dressed business street, Orleanians are proudly saying. \$3,500,000 have been invested this winter in beautifying Canal street—new lights, new pavement, new sidewalks.

\$3,500,000 to beautify and improve 15 blocks of one street! *That's* the way New Orleans feels! See any "Go Slow" signs about that?

New Orleans has been, always, one of the country's dependably progressive markets. Resources so varied maintain the steadiest of prosperity, the steadiest of growth.

And just as steady in its growth is the leadership, the dominance of New Orleans' one great newspaper, The Times-Picayune.

For 93 years The Times-Picayune has spoken for the South's first market. Today that market is a Times-Picayune market, for it leads the second New Orleans daily by 53% in circulation, the second Sunday paper by 45%. It is the only New Orleans newspaper effectively covering the New Orleans suburban radius.

The lineage testimonial to its dominance: More paid advertising, year after year, than the two afternoon-and-Sunday newspapers combined.

Representatives: Cone, Rothenburg and Noe, Inc.
Pacific Coast Representatives: R. J. Bidwell Co.

MEMBER 100,000 GROUP OF AMERICAN CITIES, INC.
MEMBER ASSOCIATED PRESS

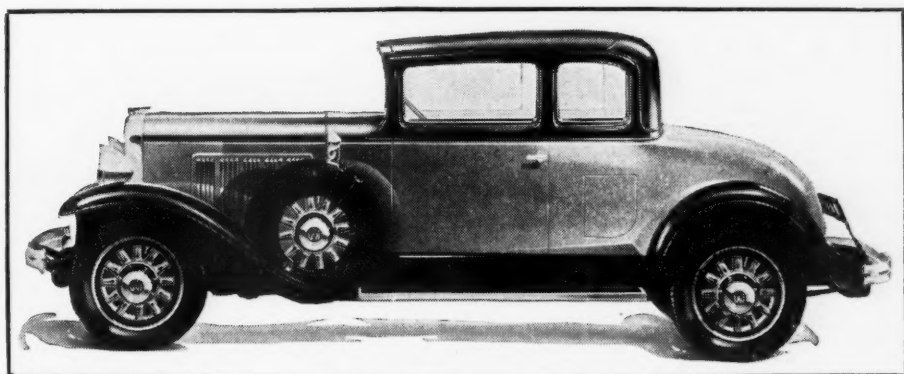
DAILY
99,741

The Times-Picayune

SUNDAY
139,608

• NEW ORLEANS •

HOW *your budget*
for salesmen's cars can buy
the **MOST MILES**



REO will give you the most miles per dollar of any make of car you could own—with the one possible exception of Ford.

That may sound like a sweeping statement, but it can be proved to your complete satisfaction.

Why is Reo so economical? Because Reo is *good* for 100,000 miles.

That isn't just advertising talk, either. Look up the most recent investigation of long life in motor cars made a few years back. This impartial study based on government registration figures, shows that Reo outlasts all other cars of American origin and manufacture—regardless of price. And since then, Reo has added to the Flying Cloud important long-life features.

LONG LIFE—AND PERFORMANCE!

And Reo performs just as amazingly as it lasts. Reo will climb from zero to 70 in 26 seconds flat. Brakes? Reo's brakes will stop you in half the distance the strictest traffic laws require. And they'll stop you without side-sway or skidding, so perfectly are they equalized. They *stay* equalized, too.

Reo's beauty lasts, too. For Reo has the conservative smartness you usually find only in the most expensive cars.

The REO FLYING CLOUD MODEL 20 COUPE EQUIPPED WITH REO SILENT-SECOND TRANSMISSION . \$1595. Sport equipment and spare tires extra. Other Reo models, \$1195 to \$1945. All prices f.o.b. Lansing, Mich.

No radical yearly changes. The Reos you buy today will still be distinguished looking cars three, four years from now.

MOST MILES PER DOLLAR

Reo is economical on gas and oil — economical in repairs and upkeep. But your biggest saving will come from Reo's remarkably long life. Your salesmen can get from three to five years' service from their Reos. This saves the heavy first-year depreciation suffered on short-lived cars.

Yes, Reos will give you the most miles per dollar—and on top of that they are faster, more comfortable, and better looking than any so-called inexpensive car.

Your Reo dealer will gladly give you both a demonstration and detailed figures showing how much money Reo can save you. Call him up today.

★★★★★★★★★★★★★★★★★★★★

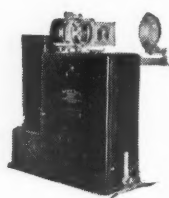
REO FLYING CLOUD

GOOD for 100,000 miles

REO MOTOR CAR COMPANY, LANSING, MICHIGAN

Published every Saturday and copyrighted by SALES MANAGEMENT, INC., 420 Lexington Ave., New York, N. Y. Subscription price, \$4.00 a year in advance.
Entered as second-class matter June 1, 1928, at the Post Office at New York, N. Y., under the Act of March 3, 1879. Volume XXI. No. 11.

PUT AN ACME PORTABLE PROJECTOR ON YOUR SALES STAFF



The Motion Picture is a salesman that sells briefly and to the point. It delivers its message logically and in a manner that leaves no uncertainties in the minds of prospective buyers.

But no matter how perfect your film presentation, no matter how potent its sales message, if projection is weak or halting, your customers receive your story as though listening to a stuttering salesman.

The Acme Portable Projector assures you flawless and uninterrupted projection. Your message flows on the screen with the clarity and evenness that holds interest.

The Acme Portable Projector is light in weight and by comparison stronger and safer than any other portable projector. It can be plugged into any socket and readily set up for use. It is ideally adapted for business usage.

The exclusive Gold Glass Shutter feature makes it possible to stop the film anywhere in order to drive home a point.

ACME DIVISION
INTERNATIONAL PROJECTOR CORP.
90 Gold Street New York City

ACME DIVISION,
International Projector Corporation,
90 Gold St., New York City
Gentlemen:

I am interested in your projector for use in my business. Please send me your free booklet No. 8P3.

Name
Address
City State.....

Survey of Surveys

BY WALTER MANN

Forward Atlanta!

Late in 1925, 869 business men headed by W. R. C. Smith as chairman of the executive committee joined in a common effort to raise funds for the commercial advancement of Atlanta, Georgia. The success which the subsequent campaign enjoyed has been extensively discussed in business and general magazines from time to time in the past four years.

Early in 1930 the committee (upon which were four of the original members, Mr. Smith, Ivan Allen, the second year's chairman, William Candler and the chairman for the past three years, George W. West) published a 110-page detailed report of the stewardship of the "Forward Atlanta" movement and the results of that movement in bringing new industry and new prosperity to Atlanta.

Of all the campaigns to boost a community through advertising, this one certainly stands well up in the list of successes. For from 1926 to 1929, 679 new concerns, new factories, new branch factories, sales branches, etc., from nearly a hundred different types of business, established themselves in Atlanta. Out of these, 138 for some reason or another did not stick it out. But these, the book says, are of small importance as compared to the 500 odd who have become permanent additions to Atlanta's commercial structure.

Every manufacturing state in the Union contributed to the number. New York sent 165, Illinois, eighty-eight, Ohio, forty-seven, Georgia herself, forty-six, Michigan, thirty-five, Pennsylvania, thirty-five, Massachusetts, thirty-one, and so on down the line. Two came from England, one from Germany, one from Canada and one from Cuba.

Seventy-eight of the newcomers were manufacturers; eighty-two were warehouses and wholesalers; twenty-one were combined wholesale and retail establishments; 387 were sales offices; sixty-three were retail establishments, etc. Thus it would appear that one of the primary sales messages of the campaign, i.e., that Atlanta transportation facilities "make possible the efficient routing of both men and merchandise and is the logical point from which to serve the South," was corroborated—at least in part. We say "in part," because an analysis in another table showed that only seventy-eight out of 679 went to Atlanta to cover the entire South, while 401 considered Atlanta the proper point from which to cover the Southeast.

The record of the normal increases in twenty odd years prior to 1926 is an excellent indication of the efficacy of sound community advertising. At no time from 1904 to 1920 were there over thirty new branches established in Atlanta in any one year. From 1920 to 1925 there were thirty-six, forty-six, forty-seven, forty-eight, fifty-one and seventy-one branches opened, indicating a normal increase of approximately 100 per cent in five years. In 1926, the first year of the campaign, 155 branches were opened (more than double the 1925 number), in 1927, 158, in 1928, 175, and in

1929, 191. In other words, in the four years during which the advertising appropriation has been in effect there has been approximately the same number of branches opened as were opened in the entire previous commercial history of Atlanta!

This is due doubtless at least in part to the normal trend toward smaller branch and wholesale areas made necessary by hand-to-mouth buying. But the constant pressing of this fact on readers in their advertising was in no small measure responsible for the increases in question.

During the four years, the book says, there were 46,217 inquiries answered and 446 business surveys prepared; 163,820 pieces of literature were distributed and considerable publicity resulted.

As for tangible results, there were \$30,000,000 worth of payroll added in Atlanta during the last four years. All with an advertising expenditure of approximately \$500,000, or less than 2 per cent of the payrolls actually brought in.

The expenditures were divided as follows during the four-year period: national magazine advertising, \$210,698.49 (including *Saturday Evening Post*, \$131,794.80); newspapers, \$169,796.47; trade papers, \$127,275.33 and direct mail and miscellaneous \$23,238.52.

This 110-page brochure gives a most complete and detailed description of the whole campaign. It is said to be available through the Forward Atlanta Commission in the Chamber of Commerce Building at Atlanta, Georgia. Mention SALES MANAGEMENT.

Thumbnail Reviews

An Index to Distribution Research. A listing of studies on various phases of distribution, arranged by subjects giving name of publisher and other information. Association of National Advertisers, 420 Lexington Avenue, New York City. Forty-seven pages.

Thinking Your Way Out. A study of the readjustments taking place in the furniture industry. Suggestions are offered by which more stores may attain higher profits as a result of these changes, rather than be overpowered by them. *Southern Furniture Journal*, Charlotte, North Carolina. Forty-nine pages.

What the Wage-Earning Woman Contributes to Family Support. (Bulletin of Women's Bureau No. 75.) A study of women in industry who contribute to family support. Figures show the increase in number of married women employed, cost of living, wages of men, average earnings of men, time lost, contributions by women, etc. U. S. Department of Labor, Women's Bureau, Government Printing Office, Washington, D. C. Twenty-one pages.

Building Permits in the Principal Cities of the United States in 1928. (Bulletin No. 500.) Survey made by U. S. Department of Labor, Bureau of Labor Statistics. Government Printing Office, Washington, D. C. (Twenty cents.) 108 pages.

VOL. XXI. No. 11
March 15, 1930
Published Every
Saturday

Sales Management

Publication Office:
420 Lexington Ave.
New York. Phone
Lexington 1760



J. D. Tew, President, B. F. Goodrich Company, Akron, Ohio

THE Pacific Coast looks good for business during 1930. The reasons for this will be discussed, with facts and figures, in a later issue this month, by Edgar Lloyd Hampton, a recognized authority on business conditions in the West.

PLAGIARIZING the circus posters, we announce as "coming soon" an article which explains the Goodrich plan for getting retail dealers to advertise and merchandise intensively. Goodrich has worked out a plan whereby they furnish each dealer with a sales plan which is custom-built to suit his particular needs. Every concern that finds the retail dealer the neck of the sales bottle will find the ideas in this article practical and helpful.

IN the December 14 issue of SALES MANAGEMENT R. W. Denman, of the Troy Laundry Machinery Company, told how his company budgets sales and advertising so as to insure a profit on every sale.

Next week he explains the sales records which constitute a complete plan for controlling the activities of the company's salesmen.

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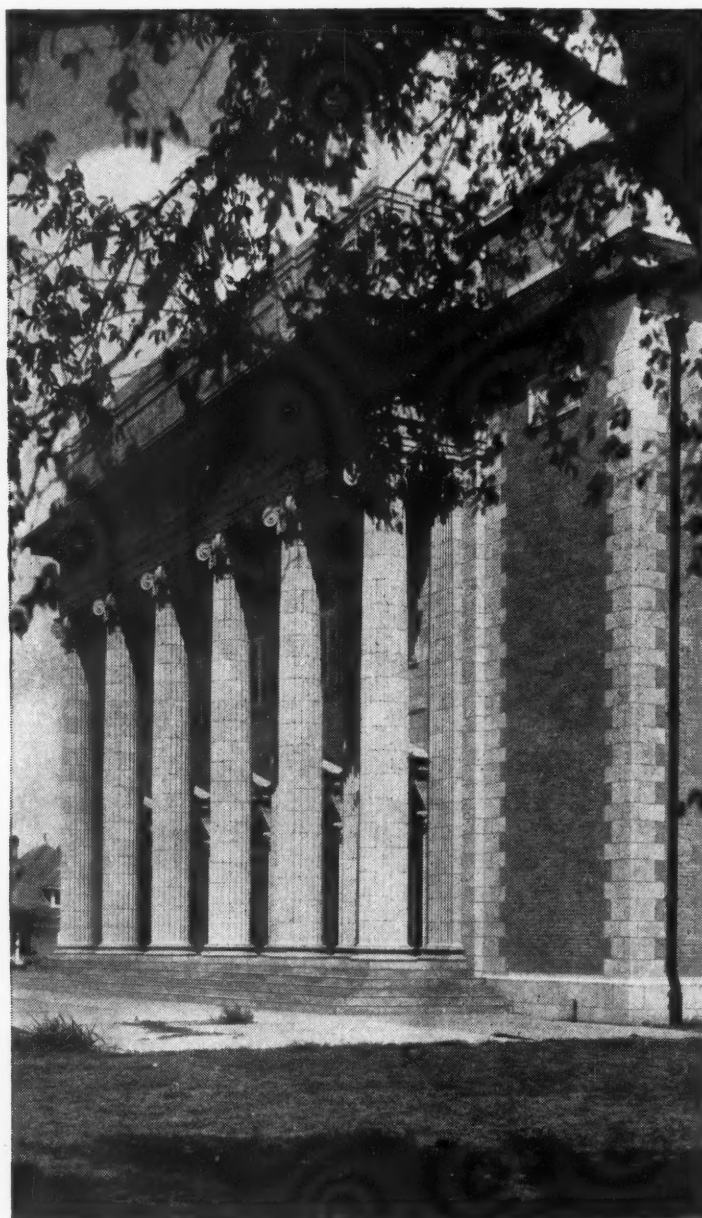
RAYMOND BILL, President; PHILIP SALISBURY, Vice-President and Director of Advertising; J. B. WEINTZ, C. E. LOVEJOY, Vice-Presidents; M. V. REED, Eastern Advertising Manager; FREDERICK FRANKLIN, Promotion Manager; R. E. SMALLWOOD, Circulation Manager; G. D. YOUNG, London Manager. Published by SALES MANAGEMENT, INC., 420 Lexington Avenue, New York; Chicago Office, 333 North Michigan Avenue; London Office, 33 Chancery Lane, W. C. 2.



Tie Advertising to Trade Now

Every salesmanager knows that gasoline consumption shows population fluctuation—or steadiness. Thus Florida proves its all-year market value. More than 121 million gallons of gas consumed in the first 6 months of 1929, against a grand total for the year of 225 millions. Advertising starting now gains its natural momentum in results as the year proceeds. Advertising, of course, in the one newspaper providing coverage in Florida and southeast Georgia too—

The Florida Times-Union JACKSONVILLE FLORIDA



Maybe you're missing something

...WHEN you plan a new sales campaign . . . when you discuss every possible outlet for your product . . . are you taking into consideration these million young men and women who make up the great student market of this country?

Alert, progressive, responsive—this college, prep school and high school crowd play a most important part in the marketing of nearly every product.

This magazine, COLLEGE HUMOR, puts your message directly before them at the most impressionable age—at the very time of their lives when they are spending their first real money.

What about the young men and women who make up this student market? Maybe they are missing something, too—something you have to offer them.

==== College Humor =====

Increase your transport efficiency and cut your costs with the **WILLYS SIX**

1½-TON TRUCK

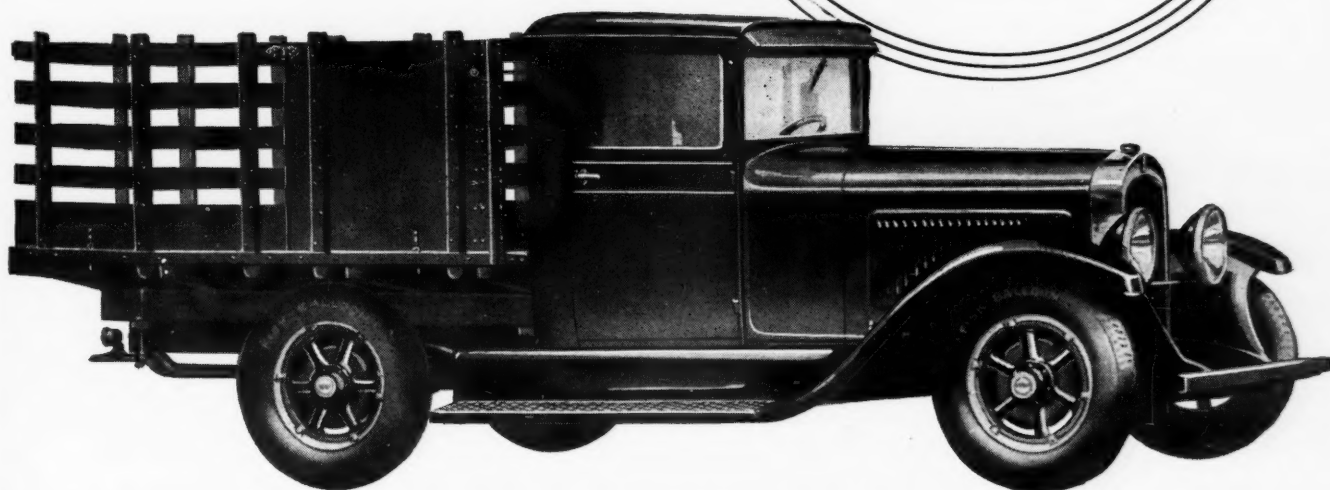


● Speed, reliability, safety, economy, long life—all are necessary for successful truck operation. The Willys Six 1½-Ton Truck, a thoroughly up-to-date unit in every particular, has been designed by skilled engineers to meet the urgent demands of present-day commercial transportation. The Willys Six Truck has a notably sturdy chassis and a fast, powerful high-compression engine with four-speed transmission. An inspection and a demonstration will prove interesting and profitable. See your nearest Willys-Overland dealer.

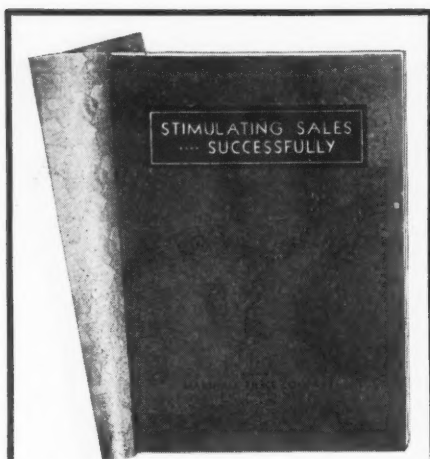
WILLYS SIX
1½-TON CHASSIS

\$ **695**

Whippet Light Delivery Commercial Chassis, \$360.
All Willys-Overland prices f. o. b. Toledo, Ohio,
and specifications subject to change
without notice.



WILLYS-OVERLAND, INC., TOLEDO, OHIO
WILLYS-OVERLAND SALES CO., LTD., TORONTO, CANADA



Any deviations from certain very necessary fundamentals which must be taken into consideration in connection with merchandise prize award sales campaigns, will result only in disappointment to those participating, and consequently to those responsible for the inauguration of such a campaign. On the contrary, strict attention to the details of planning a campaign which involves the use of merchandise prize awards will result in complete satisfaction for all concerned. Some of the things to be considered are:

1. Attractive presentation of your campaign through use of catalogues or broadsides.
2. The use of only the best quality of merchandise prizes. By this we mean quality which your salesmen would insist upon were they buying the awards which you would offer in this type of sales campaign.
3. Cognizance of the fact that your distributing force are adults, and that any contest which is elementary or juvenile in character is apt to lessen the possibilities for the success of the campaign.

Numerous nationally prominent companies have used successfully the type of campaign described in our prospectus, a copy of which will be sent to you upon request.

Sales Promotion Division

**Marshall Pierce
Company**

29 East Madison St.
Chicago, Illinois

Tips

These most valuable booklets of the week will be sent free to executive readers who make a separate request for each one on their business letterheads. Booklets will be mailed by the companies which publish them.

Address **SALES MANAGEMENT, Inc., Reader's Service Bureau,** 420 Lexington Avenue, New York.

Markets and Media

Oklahoma City's New Citizens. Many market studies fail to register because they give only dry statistics and neglect to take into consideration that manufacturers must sell to *people* rather than to printed figures. This study of the Oklahoma City market is therefore refreshing because its contents are about equally divided between the human and the factual angles of the center of production of the great mid-continent oil fields. To those of us who want to sell to Oklahoma City residents it is just as important to us to know that they wear spats on Main Street as it is that the population has increased from 90,000 in 1920 to 196,000 in 1929. Published by the *Oklahoman and Times*.

Motion Picture Advertising. The Alexander Film Company has made a study of the audience reaction to screen advertising and presents its findings in this thirty-six-page booklet, together with data on the comparative value of motion pictures as an advertising medium and the cumulative effect on a selected audience of theatrical showings. Other sections of the book give valuable hints on the preparation of moving picture copy through the reproduction of typical scenarios written and shown for such companies as Radio Corporation of America, Standard Oil Company of New Jersey, Williams Oil-O-Matic Heating Corporation, Frigidaire, etc.

Free Films. Is a liberal education on the number, variety and sources of industrial and educational films available for school, church and other non-theatrical showings. Issued originally for schools and churches, we recommend it to any manufacturer who is interested in seeing how film distribution can be secured, how many important manufacturers are using this means of publicity, and the nature of the subjects concerned with industrial products that can be pictorially presented to these selected audiences.

What's Going on Here. The Meyer-cord Company has compiled and

illustrated eleven uses for transfers—ranging all the way from windows to salesmen's cars. Those readers interested in strengthening and reiterating their more lengthy and detailed advertisements will get some useful ideas from this booklet on the uses to which the transfers are put by Hires, Shredded Wheat, Winchester, Penn Oil and other national advertisers.

Direct Mail

Silverstone Envelope Analysis Chart. A practical little chart devised by the Standard Envelope Manufacturing Company for use by senders of direct mail. By reference to it one may find quickly how to achieve the qualities of impressiveness, security, economy, capacity, attention value and action value in envelopes designed for every need. Contains some random hints of a practical nature that are good to learn about, or to be reminded of.

Warehousing

Increasing Your Sales Through the Use of A. W. A. Public Merchandise Warehouses. The story of the services in distribution that public merchandise warehouses are equipped to render both large and small manufacturers. These services are divided into three classifications: storage and delivery, transportation and financial, each of these headings covering every possible contingency of distribution. Takes up specific problems of distribution and describes how they are handled by members of this organization—always with a view to economy and efficiency.

The Way to Distribution. In this little booklet Griswold & Walker, Inc., tell how and why they are rendering "hotel service" to manufacturers in Chicago. Easy accessibility, modernity of architecture grouping of related products in separate buildings, complete cartage and reshipping services, financing and general cooperation are just a handful of the reasons why Griswold & Walker enjoy such fine repute and prestige

Significant News

• • • Despite some relaxation in steel output U. S. Steel is actively engaged in plant extension involving the expenditure of \$200,000,000, conclusive evidence of leader confidence in the outlook.

• • • Power output in January reached the huge volume of 8,647,373,000 kwh, 5 per cent more than in January, 1929, a month of extraordinary activity. Largest gains were in the South Atlantic states.

• • • Chrysler's decision to push its Plymouth cars at reduced prices through dealer outlets of all its divisions emphasizes the preponderant part played by low-priced vehicles. Interest is added to the situation by Chevrolet's extension of service for its cars to include not only free inspection after every 1,000 miles but free replacement (including labor) of any defective part.

• • • *Life*, always quick to catch the drift of public opinion that can be crystallized into action, is out with a campaign for liquor regulation making for temperance in place of prohibition leading to disorder. It starts with a page in the *New York Times* which states the case and a call for contributions of a dollar or more to a fund with which to buy space all over the country in behalf of the cause.

• • • General Foods is considering a change in its selling policy whereby salesmen, instead of carrying only a few lines over large sections, will operate in limited areas with almost full lines. Experiments thus far made are encouraging. Advantages seen are more intensive work and better customer relations. No reduction in forces is entailed, but larger opportunity is offered to individual salesmen.

• • • Differences between Standard Oil of New York and Royal Dutch, which were composed a few months ago after reaching the stage of open conflict, have become acute again over the purchase by Standard of Russian oil to the extent of \$25,000,000 worth over a period of five years. This is an old bone of contention.

• • • Trend in the tobacco industry is shown by compilation of profit statements for 1929. Five cigarette companies, exclusive of American, totaling \$61,050,000, gained 9.17 per cent over 1928; eight cigar makers, with \$14,736,000, lost 0.93 per cent, and six miscellaneous concerns having \$13,629,000, gained 10.23 per cent.

• • • R. Hoe & Company's earning statement for 1929 reflects an unusually active demand for printing presses—a profit of \$609,000, which compares with a deficit of \$79,000 the year before.

• • • If "sweets" were hurt in pocket as well as feelings by the American Tobacco campaign for cigarettes as a prophylactic against candy addiction, evidence of the damage is curiously absent from the 1929 income statement of Hershey's Chocolate—\$7,436,000 profit, \$7.65 a share, against \$6,456,000, \$6.05 a share, the year before.

• • • American Woolen's loss of \$4,228,000, \$2,966,000 more than the loss in 1928, is textile's worst scar. The company's 40 per cent inventory shrinkage and strong financial position, on the other hand, is evidence of healthy healing of the wound and readiness to take advantage of any favorable turn.

• • • A survey of the drug industry in St. Louis similar to the grocery survey in Louisville is under consideration by the Department of Commerce at the instance of the local trade.

• • • The building industry will get some needed stimulation if B. S. Moss, a former vaudeville operator, carries out his announced plans for a national chain of forty or fifty theatres specially constructed for talking movies. He says the talking movie must have soundproof interiors if it is to have a real chance.

• • • Building permits in 572 cities during February, involving expenditure of \$125,522,000, according to S. W. Straus reports, were 2 per cent less than in January, compared with a normal gain in that month of 7 per cent. But it is noteworthy that F. W. Dodge reports of construction contracts in the metropolitan area of New York during the same period, totaling \$76,072,000, were 10 per cent higher than in January and 20 per cent more than in February, 1929.

• • • Department store sales were off 2 per cent in February, comparison being made with the same month in 1929, according to the Federal Reserve Board, but among 534 establishments making reports, 200 did better this year than last year, and total sales in five of the eleven districts registered gains.

• • • Failure of farmers to cut wheat acreage this year, leading to another surplus crop, will entail stabilization on a lower level of prices, Chairman Legge of the Farm Board declares. A 10 per cent reduction, he says, would justify carrying the present surplus in the hope of a shortage somewhere in the world and so provide opportunity to unload without great loss. This hint should be plain enough.

• • • The Texas legislature has passed a bill imposing a tax of 1 per cent on gross receipts of chains having five or more stores.

• • • Westinghouse sales of \$216,365,000 in 1929 were 14.4 per cent more than in 1928 while net income of \$27,063,000 was up 30 per cent—\$10.15 a share compared with \$8.78 in 1928. No sign of profitless volume here certainly. Of the same character in a different field is Pittsburgh Plate Glass's showing of net income of \$11,685,000, a gain of 38 per cent—\$5.39 a share against \$3.90.

• • • The Gillette bonanza in razor blades, no longer under effective patent protection, is attracting more and more competition, four new companies having been organized recently to enter the field.

Certain-teed Finds a Way to Increase Turnover for Dealers

DURING the summer of 1929 the Certain-teed Products Corporation set out to discover remedies for the conditions that made the floor-covering section the "stepchild" of department store operation.

On the findings of its investigation this corporation's 1930 selling plan is based. That the new plan is expected to be nationally successful is indicated by the results of a twenty-four-day territorial trial in the past fall. The vast majority of the dealers who replied to a result questionnaire sent at the end of the test period definitely stated sales had increased—in many cases from 15 to 25 per cent.

The new plan has definitely proved its ability to conserve space for the retailer, to concentrate consumer's attention on selected patterns, to increase sales and turnover, to enable the floor department to carry more patterns at less cost, and to take considerable physical burden off the salesman, helping him to concentrate on the business of selling.

The survey revealed that one of the handicaps of modern hard-surfaced rug selling is attributable to the bulkiness of the goods. Of course, this same factor is the reason for so much space consumption, but its weight and bulk also tend to wear down the salesman's enthu-

siasm, so that he cannot do a first-class selling job.

An investigator in a large New York department store noted that a



The preliminary investigation conducted by Certain-teed showed that consumers like to have a wide choice of patterns.

Tests of the new method Certain-teed has evolved to help dealers sell floor coverings show that the plan is bringing sales increases running from 15 to 25 per cent. The main factor in the new merchandising method is a display rack which greatly facilitates the handling of samples of a bulky product.

BY HERBERT KERKOW

clerk, after showing him eight rugs, visibly began to lose interest in the sale, and soon turned to some other customer without even attempting to satisfy the investigator's requirements.

The new plan has taken a leaf out of today's feminine shopping habits. Woman is a natural-born shopper; she knows what she wants in patterns and searches until she finds it. In a dress material, curtaining, etc., she expects to be shown a host of colors and designs so that she can match what she has in mind.

The rug department presents a contrast. Here she is laboriously shown five or six floor-coverings, none of which may approach her needs. The salesman tires, she becomes dissatisfied and moves along to another store. Could she have been shown forty or fifty rug patterns quickly she probably would have made a decision.

Another point discovered in the Certain-teed investigation was that in the average small city the dealer could stock only about twenty designs. The large floor-covering manufacturer makes and sells from two or three hundred designs—naturally he cannot get his full line before the home owners and conse-

quently suffers. Moreover, in selecting only a few patterns the average store owner sets himself up as the style arbiter of his community and

picks what he wants, disregarding the months of specialized skill devoted to the task of pattern creation by the manufacturers' artists and stylists. Due to the present condition of "hand-to-mouth" buying, this situation has been tending to become more aggravated.

Furthermore, the manufacturer has been handicapped by the fact that a customer asking for his particular brand of floor-covering could often be sold any other make stocked by the retailer, without the customer's knowledge. Roll goods are only stamped with the manufacturer's name or seal, at twenty-foot intervals.

Certain-teed's new plan was evolved to cope with these and similar problems. It was found that on the whole a customer took quality for granted; price was also a secondary consideration; whereas the pattern, style, color and design played the important role in a floor-covering sale.

Sample Display Rack

In October, 1929, this manufacturer put the plan (based on the findings of the survey and questionnaire) into operation. The nub of the whole scheme is a compact sample display rack. This is a stand, modernistic in design, which holds fifty or more samples, size twenty-three by twenty-four inches. In reality it is a big book, the samples turning easily like leaves.

The entire stand requires only a few square feet for showing. New patterns are added to this rack just like loose leaves in the ordinary binder. Four of these new patterns are sent out simultaneously every two weeks in the fall and spring seasons and are announced by newspaper advertising carrying the dealer's logotype, in addition to a supply of mailing cards, folders and window cards—in other words, the "four patterns of the month" idea, or, rather, of the fortnight. Each of the patterns is labeled with a distinctive name which is featured in the advertising. It also bears the credit: "Floor-covering by Certain-teed" on it.

How this plan affects the dealer, the Certain-teed Products Corporation and finally the consumer is herewith shown. In twenty-four selling days in a limited test area 187 dealers bought the display rack for \$19.23. This amount only covers the cost of the initial patterns included with the rack. Forty per cent of this number were new accounts opened and 5 per cent were revived accounts, making a total of 45 per cent new business secured through the display rack and combined advertising and pattern service.

With this new rack the dealer saves

much display space. Here are some dealer comments: "Placed at entrance of store in line of store traffic" . . . "great labor saver" . . . "customers pick patterns quickly" . . . "customers can look at samples waiting for clerk." One Certain-teed salesman reported that of the thirty-three dealers sold in his territory twelve had placed the display rack in other than the floor-covering department; in the main part of the store in the line of store traffic.

Besides these advantages to the dealer, the new plan has met with acceptance because of the additional samples it permits him to display. When the display rack is completely filled up the dealer will have between fifty and seventy patterns to show and each of the patterns will be styled to public buying requirements.

A cooperative advertising campaign in local newspapers combined with direct-mail efforts brings the dealer customers. The advertisements announce the new patterns every two weeks, much as they would announce a new book. This appeal of timeliness has been found effective selling.

Dealers Approve Plan

A questionnaire to dealers showed the following results after they had tried the plan for two and one-half weeks: In answer to the question, "Has it increased the number of turns in your floor-covering department?" the *yes's* were 50 per cent of the *no's*. But in answer to the next question, "If not, do you think it will over a period of time?" the *yes's* were 92 per cent greater than the *no's*. Criticisms were extremely few in number. All but six of the dealers replying to the questionnaire said that they wanted the service continued next year. Of these six, four stated that they had not had the time to judge its value. One reserved decision and one said *no*.

The small dealer who does not care to carry rolls in a warehouse stockroom and save the space the many rolls now take up finds the rack of unquestionable value.

From the standpoint of Certain-teed the new plan has many benefits. It has opened the way to many new customers of the very highest grade. As a matter of fact, several leading department stores in large cities operated the plan and reported satisfactory results.

With the new plan the manufacturer is now controlling the style situation by getting a direct reflection of the public's style, taste, and his styling staff expense is not wasted because of poor judgment on the part of the

retailer. When certain designs have lost their style appeal his salesmen can contact the retailer and have him remove these designs from his display rack.

The manufacturer has increased his sales. The plan has not been given a long enough trial to definitely establish the percentage of nation-wide sales increase, but reports from the district offices indicate that an appreciable increase may be expected.

From the standpoint of the consumer the plan has many advantages. With each pattern is displayed the color scheme of the room for which the pattern is best suited. For instance, in the advertising and in connection with the pattern on the rack is this information for the Futura pattern:

"The freshness of the green and coral color scheme and the vividness of the design make Futura an especially delightful choice for sunroom, breakfast room and hallway. Of course the furniture should be green and the upholstery and accessories pick up the coral and black notes.

"Color ensemble effects of this kind so clearly suggested by the floor covering always result in a charming room."

Moreover, the shopper sits in a comfortable chair near the display, while the many attractive patterns are turned easily before her eyes. It's easy, comfortable and satisfying—a sure sales combination.

Gets Complete Campaign

By signing up for the Certain-teed plan, the cost of which is \$19.23, the dealer gets the rack with thirty selected patterns, twelve additional samples, shipped in three news packages, one every fortnight. Each of these packages contains 300 mailing cards, 300 folders, two window displays. For the duration of the campaign the dealer gets also substantial local newspaper advertising which is released by the Certain-teed Products Corporation but which features the name of the retailer.

Since the big buying seasons for floor covering are the fall and spring, the successful completion of a seasonal campaign by the dealer automatically makes him eligible for that of the next big seasonal campaign. For instance, those retailers who by using the fall campaign increased their sales sufficiently to warrant the advertising expenditure in the opinion of Certain-teed, receive for the spring campaign similar local newspaper advertising support in addition to the same quota of mailing cards, folders and window cards, and extra floor covering samples.



Expert lathers and plasterers actually applied Steeltex at the convention and plastered it. A model building of steel framing was erected before the group.

Ideas that Clicked at

BY ROBERT L. GLOSE

Sales Manager, National Steel Fabric Company,
Pittsburgh, Pennsylvania

SUCCESSFUL in making our salesmen better qualified than ever to present our products, in sustaining their enthusiasm and morale, in introducing a new product, and in extending to a growing sales force that personal contact which is the lubricant of any fine organization—these were the accomplishments of our recent sales convention.

But if there is a story in this convention of interest to other sales managers—particularly in the field of building products—it lies in the methods employed to make it effective. Successful conventions are not rare, but never has one reached its goal without adequate preparation. In this convention, we applied proved advertising methods upon our salesmen, using forms of salesmanship that have been successful in stimulating the interest and support of consumers to achieve the same results with our own field men. In short, before asking them to sell our products to dealers and consumers, we made sure that first we sold these products to our salesmen!

Many marketing executives—especially those who deal with building materials—will find our situation quite familiar. Several years ago the National Steel Fabric Company evolved

a new group of products called "Steeltex," which for the first time successfully combined a fibrous sheet developed by the Mellon Institute with welded wire fabric, to solve age-old problems of successfully reinforcing plaster, stucco, concrete slabs, and masonry facings of buildings.

Apparently, we had the world by the tail, so to speak, for our products made for better buildings, and they were economical. But if you think the world flocked to our doors of its own volition, and discarded all the older materials used for the same purposes, you don't know the building industry! The guild of builders—even the profession of architecture taken collectively—prefers to use established methods and familiar materials rather than try out innovations, however fine they appear to be. We had to sell Steeltex.

We had been growing in personnel as our sales mounted, and the closely knit sales organization of a few years ago was becoming a pretty large family. The intimate sales gathering to which we had been accustomed, with E. L. Benedict, vice-president and general manager, the principal motivating force, had to become an organization meeting, with the responsibility shouldered by the sales manager, and the



The charts and posters displayed around the convention hall were not mere statements of dry facts. They were planned with the care spent upon expensive advertising space.

at the Steeltex Convention



The convention opened when the curtains parted on an illuminated display depicting the future markets that lay open to Steeltex.

dealer sales manager, W. H. Shaffer, Jr., and their assistants. Old methods changing to new; but the new methods sought to retain the friendly flavor of earlier days.

Another bit of background for this story lay in the fact that during the past year one of our products "Steeltex for Plaster" had been considerably changed. Though identical in principle to the earlier form, it became almost a new product. Likewise, a number of new accessories had been evolved and a great mass of new data obtained about our products during 1929. All of these matters had to be fully presented to our field force.

Salesmen operating in the building field face a problem common only to those selling technical products to a

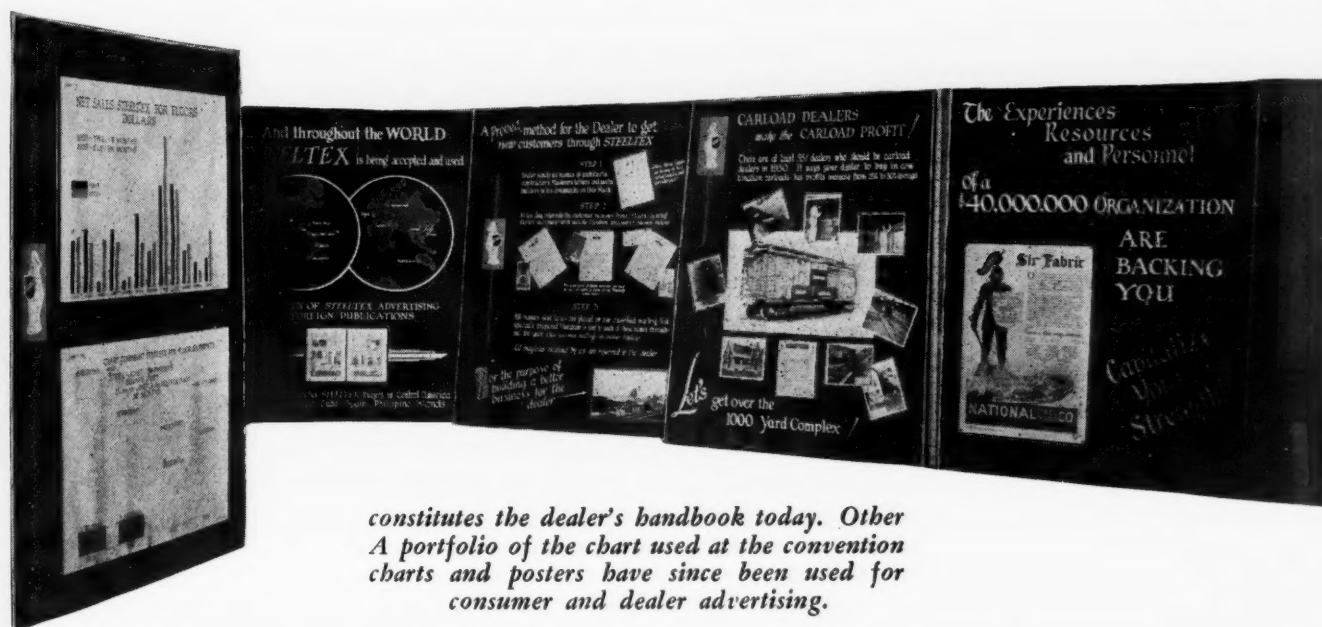
trained group of buyers. Architects, contractors, sub-contractors, and even building material dealers, are all more or less highly qualified buyers. A new product—and there is a new one developed every day—cannot be accepted blindly. Its merits must be proved. Our salesmen, like many others in the building industry, must be technically qualified to talk to buyers in their own language, and to demonstrate clearly and convincingly the merits of a product.

Not only that, but the dealer must be so thoroughly sold by our field men that the dealer in turn can sell Steeltex to the builder. The architect must become a secondary salesman to his client. The lather, the plasterer, the mason, the floor contractor, all

must be completely sold. No half way measures result in satisfactory business. Therefore, we must first sell our products to our salesmen! And we must do it effectively.

Long before the convention, the sales policy committee, Mr. Benedict, Mr. Shaffer, and the sales manager, mapped out a program designed to help our salesmen. We had the advantage of close contact with our mills, our research and engineering staff, our marketing counselors. We knew what progress was being made, and what potential markets lay before us.

The start was really made with our East-West Derby—a contest between geographical divisions of our sales force, that terminated at the convention. (Continued on page 498)



constitutes the dealer's handbook today. Other A portfolio of the chart used at the convention charts and posters have since been used for consumer and dealer advertising.

Number 3. Building a Complete Line—the Most Popular Method of Expansion.*



© Harris & Ewing

William Butterworth, chairman of the board of Deere & Company. John Deere is now our second largest farm equipment manufacturer. The firm's success is due to judicious full-line development.

PERHAPS the most logical way to expand is to develop a full line. At any rate, this is the expansion method that is most widely followed. Before the war the majority of this country's advertisers were specialty manufacturers. That is, they made a single product or a small line of closely related goods. Since the war the tendency toward full lines has been overwhelming. If the present trend continues the specialty house will be as rare as the dodo by 1940.

There are a number of reasons for this full-line stampede. We developed a surplus of production facilities during the war. The owners of these idle factories have been trying to utilize them by turning out larger lines. When two or three leading concerns in an industry expand in this manner it often forces their competitors to increase their range of goods likewise, as it is becoming in-

*The previous articles in this series appeared in the February 8, February 22 and February 29 issues, the second article appearing in two parts

What Is a Sound

creasingly difficult to market a specialty against a line.

Another reason for the big family-of-products development is the high cost of distribution. It is figured that it costs proportionately less to sell a related group of articles than it costs to sell two or three items in that group. It is true that this reasoning does not always work out, but that does not prevent many companies from giving the idea a fling.

Automatic production machinery has been playing a part in bringing about an increase in the size of lines. Machines have been increasingly supplanting hand labor. With these machines kicking out several hundred per cent more units than a similar factory could make a few years ago, production managers have been hard put to provide more work for their plants. A common method of solving the problem is to add more articles to the company's merchandise repertory.

The war greatly stimulated invention in the United States. General J. G. Harbord, chairman of R. C. A., calls this "an inventive renaissance." He says that for years, prior to 1914, invention in this country was accidental. The war brought the research laboratory into our industrial life and made invention both scientific and systematic. As a result, hundreds of useful products were tossed into existence. Most of these have a peacetime application. Since 1918 business has been adding these new articles, and the numerous progeny which has since come from them, to its regular merchandise offerings.

We can better appreciate the multiplicity of reasons which lie behind full-line expansion if we consider a few individual examples. Take Smith Brothers as an illustration. Trade and Mark stuck exclusively to their black cough drops for more than half a century. Then they added the menthol drops. Recently a cough syrup was placed in the family. The syrup is a logical addition and it is surprising that the company did not foster a cough remedy many years ago. A cough drop, however good it is, usually only relieves a cough. Ordinarily it does not cure it. Smith Brothers now have a line that does the whole job—relieves the tickle and strikes at the seat of the trouble.

The Florsheim Shoe Company has

achieved notable success as a manufacturer of men's shoes. Last year the company entered the women's field. The management decided on this addition solely because it was felt that the women's line would greatly increase the concern's volume. It was argued that the valuable name "Florsheim" would carry the new product to immediate success. The company has in the neighborhood of 10,000 active retail outlets. These stores welcomed the Florsheim woman shoe. Certainly an organization such as the Florsheim Shoe Company, with a reputation among consumers and well-established trade outlets, is in better position to bring out an addition to its line than is the company that has no standing at all in that field.

The fact that its name is well regarded in both distributing and con-



Lewis H. Brown, president of Johns-Manville, which has one of the most ramified lines in existence. And yet the company is still in the basic business in which it started.

Expansion Policy?

BY JOHN ALLEN MURPHY



© Underwood & Underwood

Charles Kettering, as director of General Motors research, has been one of the main influences back of G. M.'s amazing expansion.

suming circles has prompted many a company to give its name to additional merchandise. What name is better known in the confectionery world than that of Stephen F. Whitman & Son? Hence the reasonableness of the company's recent move in adding instantaneous chocolate, chocolate syrup, marshmallow whip and similar food products to the Whitman family.

The Childs Company is engaged in a like expansion policy. Since the new management came into power coffee like that served in the restaurants has been placed on sale. Bakery and other goods that are offered guests will soon be put up for the outside trade. In this way Childs will fill in its off-hour valleys. Shattuck has been pursuing a similar plan for years. Because of the variety of its line, Shattuck no longer has seasonal or off-hour let-downs. This is full-line development of the most in-

The Bendix Aviation Corporation, founded by Vincent Bendix, is a fine example of full-line expansion. Bendix is influenced by General Motor's methods, the firm with which it is affiliated.

telligent sort. It broadens an enterprise, without departing radically from the basic type of business in which the concern is engaged.

Practically all of the farm machinery manufacturers are now engaged in spreading their fine old names over a variety of new equipment. At least three of these full-line agricultural machinery corporations started as plow manufacturers. Until the advent of the reaper, the plow was about the only farm machinery that there was. John Deere, a blacksmith in a pioneer Illinois hamlet, is ranked as one of the founders of our huge agricultural machinery industry. He invented his steel plow in 1837.

For many years thereafter those few farm equipment manufacturers that we had in this country were specialty concerns. They produced plows or reapers or harrows or seeders or something else. Then came the International Harvester Company, with a complete cast of harvesting machinery and a few other supplemental items of equipment. But the International, awe-inspiring "trust" though it was twenty-five years ago, never even began to approach the present Deere & Company line in completeness. A recent Deere advertisement gave the following equipment as "a partial list" of the John Deere line: plows, tractors, disk harrows, planters, cultivators, rotary hoes, grain elevators, potato machinery, hay machinery, wagons and trucks, corn shellers, grain separators, grain drills, engines, manure spreaders and harvesting machinery.

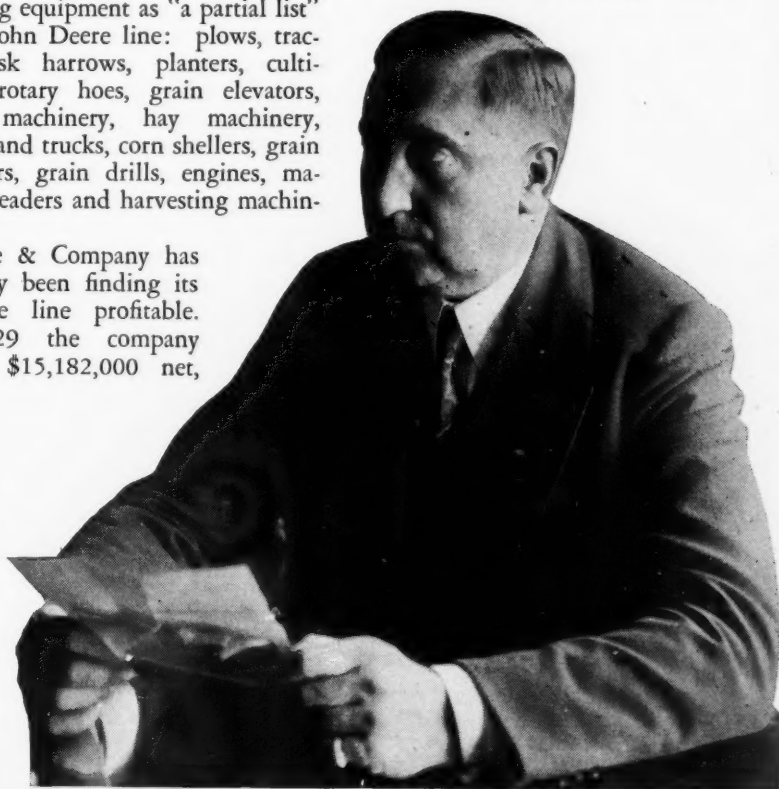
Deere & Company has evidently been finding its elaborate line profitable. In 1929 the company earned \$15,182,000 net,

the highest figure in its history. Its net profit has about doubled in the last four years. This fine showing is due to the company's operating efficiency, made possible, among other things, by its well-rounded line.

Of course, in the meantime International Harvester has not been idle. It has increased the number of its products considerably since it was organized. It still remains at the head of the industry by a comfortable margin. Other large-line houses in this field are the Oliver Farm Equipment Company and the Minneapolis-Moline Power Implement Company.

A full line is now a virtual necessity in the farm field. It is a waste of effort to sell a farmer only one piece of equipment. It is almost as easy to sell him all his requirements in farm machinery. If he likes the Deere plow, it should not be difficult to get him to buy the Deere combine or a Deere cultivator. It is no more difficult today to get a farmer to concentrate on a certain brand of farm machinery than it is to get a company to concentrate on Remington-Rand office equipment or than it is to get B. Altman & Company to concentrate on one type of delivery trucks.

(Continued on page 499)



Al Carbo-Solve Versus Kid Carbon Bout Sets Off New Alemite Campaign

BY D. G. BAIRD

NEWSPAPERS, magazines, radio and stars of the stage, night club and ring united to give "Carbo-Solve" a big "send-off" on Thursday, March 13, when the Alemite Corporation, Chicago, launched a highly concentrated and somewhat unusual campaign to win public acceptance for this new product.

Readers of some 300 of the leading newspapers of the country learned of the unusual presentation when they read their Thursday papers and found this challenge, in special lettering to attract their attention.

"Yeah! It Won't? Fifty Million Dollars Says It Will."

The copy then explained that: "The entire resources of the Alemite Corporation are back of their positive guarantee that their astounding new product, Carbo-Solve, will remove carbon from your engine by a simple, inexpensive chemical process. This is Alemite's answer to any possible skepticism."

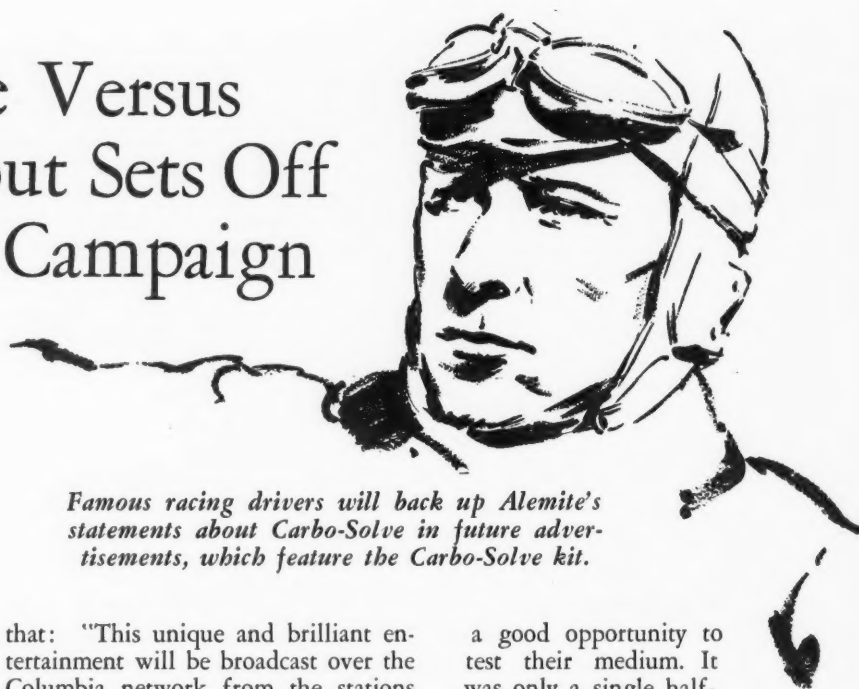
Readers of a Saturday magazine who buy on the newsstands on Thursday also learned all about Carbo-Solve that day by reading the full-page announcement in the March 15 number.

Meanwhile the interest and curiosity of about 1,000,000 motorists had been stirred by tickets to a "big whoopee party" and "World's Championship Bout" on the evening of Thursday, March 13.

The party was at a night club, with Texas Guinan as hostess, and Sophie Tucker and Ted Weems' Orchestra providing entertainment.

The ticket was also good for a ringside seat at the championship bout between "Kid Carbon, heavyweight champion of the automotive world, and Al Carbo-Solve, the mystery challenger." Dave Barry, the referee famous for his "long count" in the second Dempsey-Tunney fight, not only was the third man in the ring, but would also reveal some interesting facts concerning that memorable incident at Soldiers Field.

Turning the ticket over one learned



Famous racing drivers will back up Alemite's statements about Carbo-Solve in future advertisements, which feature the Carbo-Solve kit.

that: "This unique and brilliant entertainment will be broadcast over the Columbia network from the stations and at the times listed. . . . Take a ringside seat by your radio and listen in with the compliments of Alemite Corporation." The stations listed numbered fifty and constituted a "coast-to-coast hook-up."

The program, according to F. R. Cross, advertising manager, effected a unique tie-up of the entertainment, the product and the printed advertising.

F. A. Hiter, Alemite's general sales manager, as "Al Carbo-Solve's" manager, was called upon to say a few words after the fight. He suggested that those who had the current issue of the *Saturday Evening Post* refer to a certain page and that they look in their newspapers for further information about Carbo-Solve.

Mr. Hiter also announced a contest, offering cash awards of \$100, \$50 and \$25 for the letters adjudged best from those who tried Carbo-Solve, and a cartoon drawn "at the ringside" by Clark deBall, noted cartoonist, for all who entered the contest.

"Ordinarily we would not consider putting on a single half-hour radio program," Mr. Cross said. "But we saw an opportunity to present something unique and exceptionally effective. The program lent itself readily to a close tie-up with our product, without having to strain anyone's imagination or credulity."

"For the first time in the history of broadcasting, we were told, a radio program was broadcast primarily for the purpose of calling attention to printed advertising. The usual procedure is the reverse; the sponsor uses printed advertising to call attention to his broadcast advertising. Officials of the broadcasting company saw in this

a good opportunity to test their medium. It was only a single half-hour program and the letter-writing contest was announced only once. It will not be announced in print, hence all letters submitted may be considered direct from the broadcast."

The newspaper campaign, which was inaugurated with a 1225-line ad in 300 newspapers on March 13, consists of six insertions, all listing local dealers' names at the bottom. The first ad was five columns wide, while the others were three columns.

The second one introduces "A complete Carbo-Solve kit for \$4.50," consisting of two tins of Carbo-Solve and a standard injector for spraying it into the motor; the third reverts back to the first by featuring the heading "A 'Fifty Million to One' Shot!" meaning the positive guarantee which is backed by the \$50,000,000 resources of the corporation.

A part of the regular magazine schedule will be devoted to this new product.

In addition, Alemite dealers were urged to tie up with the campaign by using an advertising service offered them free (they pay for the space) and a direct-mail campaign which is sold to them at nominal cost.

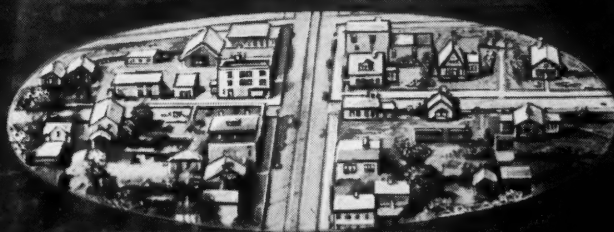
The dealer ads include an assortment of small teasers which feature that "Yeah! it won't?" challenge, followed by some humorous rejoinder, and one of small-space copy, each ad being prefaced by a cartoon and suitable caption. For example, a rabbit jumping out of a magician's hat and the line, "It Can't Be Done—But We Do It!"; "Al Carbo-Solve Knocking out Kid Carbon," and the head, "The Heck It Won't!" a character who has

(Continued on page 496)

Criterion Service
presents —

Selective Market Coverage

By Neighborhood Units



 A Jam Handy
Picture

Half the Sale in a Picture

When Criterion Service decided to show national advertisers a clear picture of the importance of direct appeal at neighborhood markets, they engaged expert service to help them present their ideas. Under Criterion supervision, the right motion picture for the purpose was planned and produced on schedule.

The completed picture is being shown to national advertisers throughout the country, proving the Criterion slogan: "Reaching the buyer is half the sale."

Motion pictures of the right kind offer the clearest, quickest way to make effective impressions that carry conviction and supply proof. Jam Handy Picture Service is organized to produce pictures that reach buyers.

Fifteen years of successful experience has developed a skilled staff of over a hundred persons highly specialized in making industrial motion pictures and lighted still pictures for sales education and service instruction.

On the technical side, Jam Handy Picture Service has the largest studios and laboratories in the world devoted exclusively to the production of commercial pictures and is producing on a scale that gives you the benefits of big-time volume economies.

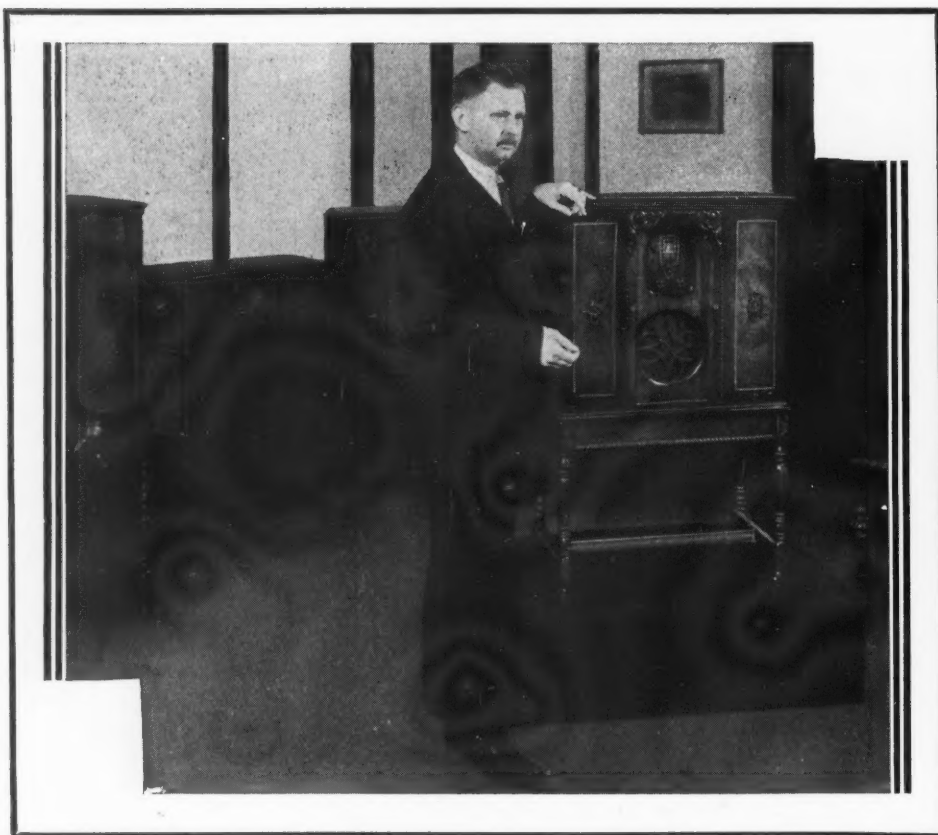
Every picture that we have ever made has helped to accomplish the buyer's purpose.

Jam Handy Picture Service

Jamison Handy, President

6227 Broadway, Chicago

NEW YORK, CHANIN BLDG.—DAYTON, REIBOLD BLDG.—CLEVELAND, HANNA BLDG.—DETROIT, GENERAL MOTORS BLDG. REGIONAL SERVICE REPRESENTATIVES AT PRINCIPAL POINTS THROUGHOUT THE U. S. STILL AND MOTION PICTURES — PROJECTORS — ANIMATED DRAWINGS — SCREENS — SLIDEFILMS



"Our own past experience with The Press habit of producing results; its concentrated circulation in our trading area, and the splendid co-operation of every department led us to run our campaign in your paper.

"The fact that in the Radio Industry's most hectic year, a year of tremendous over-production and forced liquidation of distress merchandise, we were able to substantially increase our sales over the previous year, seems to be conclusive proof that we were extremely wise in our choice of The Press as an advertising medium."

An extract from a signed letter on file in the office of The Press.

The Press
the Habit
Producing
Results

You, too, will be extremely in your choice of a newspaper as an advertising medium if you select The Press exclusively to carry your message to the able-to-buy people of the rich Pittsburgh market area.

The Pittsburgh distributors for one of the best known quality radios had a distribution problem to solve. National advertising on the part of the radio manufacturer was not enough in itself. Localized support was necessary, so these progressive distributors went into a huddle with the dealers and here is what happened.

The Pittsburgh

A SCRIPPS HOWARD

NATIONAL ADVERTISING
DEPARTMENT OF
SCRIPPS-HOWARD
NEWSPAPERS
230 PARK AVENUE, N. Y. C.

CHICAGO SAN FRANCISCO LOS ANGELES DETROIT

SS
bit
cin
its

RADIO MANUFACTURERS TRIBUTORS ADEALERS

Eighteen full pages of localized, human-
ized, sales-producing advertising were pub-
lished exclusively in The Press. The re-
sults were more than gratifying to both
distributors and dealers.

Results from The Press market are not limited
to radio advertisers. Whatever you have to sell
can be sold through intelligent advertising in
the newspaper with the habit of producing
results.

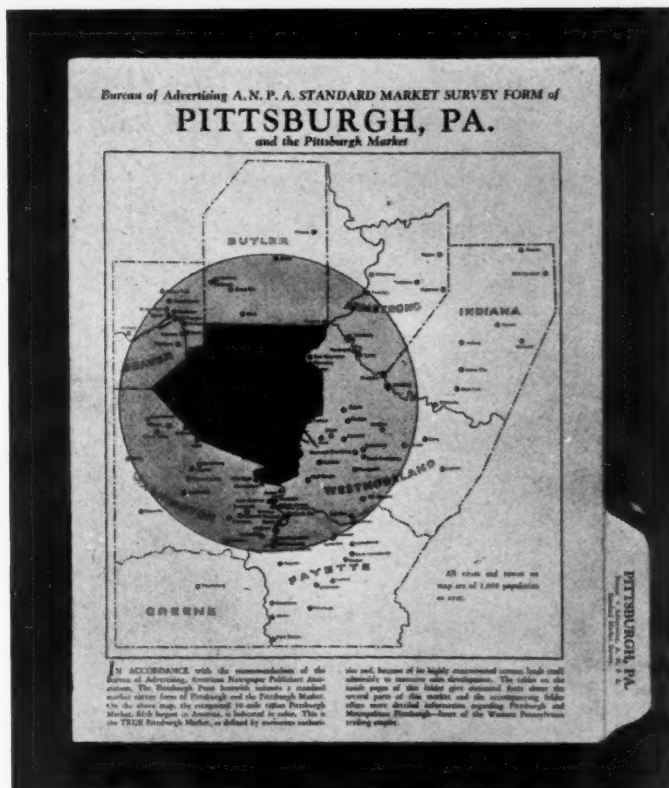
Pittsburgh Press

PS, D NEWSPAPER

MEMBERS OF THE AUDIT
BUREAU OF CIRCULATIONS
... OF THE UNITED PRESS
and of
MEDIA RECORDS, INC.

TROIT PHILADELPHIA BUFFALO ATLANTA

READY!



A 10-page folder giving complete in-
formation about Pittsburgh and the
true Pittsburgh market, as defined by
numerous authorities. All the infor-
mation you want is here in compact,
usable form. Your written request
brings a copy promptly.

Practical Plans for Paying Specialty Salesmen

No. 1. Pro and Con on the Straight Commission Payment Plan

BY RICHARD C. HAY

TO obviate the difficulty of building up a large non-productive overhead due to payment of drawing account to salesmen who do not produce, many companies who pay their regular and successful salesmen a drawing account plus commission insist that new salesmen start on a straight commission basis. In discussing this point, W. D. McElhinny, vice-president in charge of sales, Copeland Sales Company, says:

"A great many employers of specialty men have found that by starting men on a straight commission basis, giving them a trial and letting them prove themselves, they can then switch them to a salary and commission, or a salary and commission on a sliding scale, reduce the turnover in the organization, cut some of their selling expense and do a better all-around job with their men."

Another sales manager who feels that this is the proper method for handling specialty salesmen is T. C. Kyle, general sales manager, Winslow Boiler & Engineering Company, manufacturers of Kleen-Heet oil burners. He says:

"It would appear that the best way to answer this question would depend largely upon the sales manager who is handling the retail specialty salesmen. Our own experience has been that the best results, not only in business produced, but in successful training and increasing of salesmen's capabilities, has been on the basis of straight commission without drawing account, until they have firmly established themselves, and when they have established themselves, a salary and commission up to a certain volume and then a bonus above that volume. Perhaps the reason for this is the same incentive that causes various specialty organizations constantly to have a salesman working for prizes, bonuses, and the like. In the first place, the salesman is working without funds unless he produces, and when he establishes a reasonable production, then he is

This is the conclusion of the first article in a series of four, in which Mr. Hay sets forth in detail, and analyzes, a number of plans for paying specialty salesmen. The first part of this article appeared in the March 8 issue of *Sales Management* and dealt with the experiences of a number of large concerns using straight commission payment methods.

working for greater returns after his quota is reached."

Another way of reducing the losses resulting from the payment of salary or drawing account that are not justified by salesmen's results is that used by the Wise-McClung Corporation, practically all of whose dealer connections operate on a straight commission plan with a "note" method in cases where it is absolutely essential to give the salesman a small advance or drawing account. The salesman signing this note or contract acknowledges the advance or drawing account as a loan with the result that turn-over in man power is reduced for the reason that the salesman knows that he will have this "loan" against him should he decide to change his position. This method has possibilities for many companies that have been looking for a way to get a better hold on their salesmen, and want to make them take their obligations to their company more seriously.

When salesmen are required to do floor duty in a showroom, it is not possible to put them on a straight commission basis. Neither is it possible to put salesmen handling rural communities on a straight commission basis. In both these cases, the salary plus bonus or commission has been found to be the solution. These will be discussed in later articles.

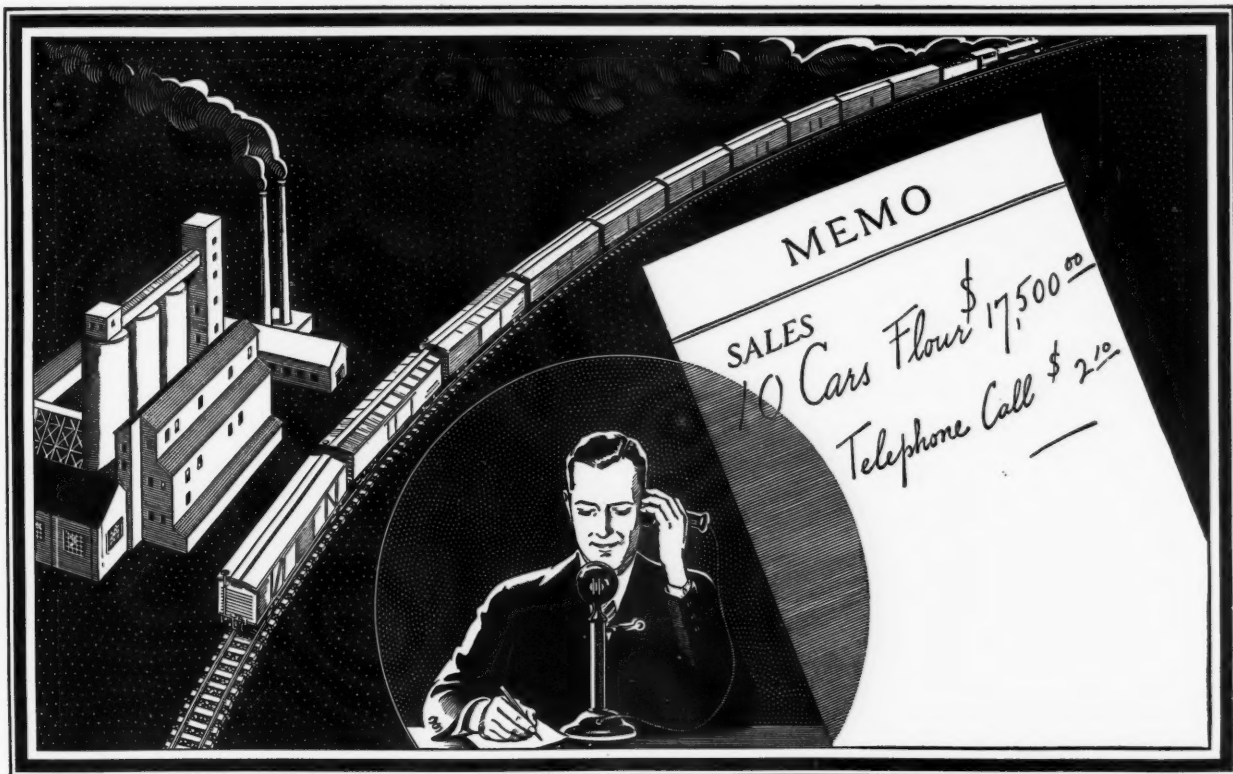
Such companies as the Premier Vacuum Cleaner, and the Burroughs Adding Machine Company favor the straight commission method of paying salesmen. For products such as those distributed by these companies, this method of payment seems to have been more successful both for company and for salesmen than any other.

Another company using this straight commission method of paying salesmen is the Marchant Calculating Machine Company. C. W. Ward, assistant sales manager, expresses this opinion on the payment method:

"We find that a straight commission basis proves satisfactory in selling calculating machines. Ours is a highly specialized line and the combination of qualities that makes a man in this field successful are not found in the average run of salesmen. Nothing but experience can teach us whether any individual can develop these qualities—if he has them—to a point of productiveness in a reasonable length of time that will be satisfactory to him and to us. If he has the quality and the energy to apply it, he gets the full advantage of a liberal commission, makes more money and is better satisfied than he would be under any other form of compensation."

In recognition of the difficulties of establishing a straight commission
(Continued on page 497)

He Closed a sale for 10 carloads of flour by Telephone



THE SALES MANAGER of a Columbus, Ohio, flour company placed a telephone call to a customer in Roanoke, Virginia. In less than four minutes he sold ten carloads of flour valued at \$17,500. Cost of call, \$2.10. In one month the telephone expenditure for the company was \$65 and brought in orders for approximately \$300,000 worth of flour.

Telephone calls between distant cities are increasing sales for all types of concerns. A coal wholesaler of Abilene, Kansas, sells 90% of his tonnage by telephone, and increases his sales each year. During the spring storage-taking period, he reaches out by telephone and sells from

twenty to one hundred carloads of coal a day.

Business by telephone is the growing economy today. A Decker, Indiana, fruit company distributes 80% of its volume by telephone. An oil company of New York, Pennsylvania and Ohio does 95% of its annual business—\$3,000,000—over the telephone.

What percentage could you add to your business by telephone contacts? Ask your local Bell Business Office to help you survey your needs. You may be overlooking telephone opportunities for increased business. Bell Telephone Service is . . . *Convenient . . . Economical . . . Universal.*



Chrysler and Chevrolet Launch New Policies to Combat Ford

In an effort to combat more effectively the leadership of Ford in the low-priced automotive field, the General Motors and Chrysler corporations—with Ford the largest producers in the industry—announced this week new sales policies for their Chevrolet and Plymouth lines.

Chrysler will sell the Plymouth through the dealer organizations of all its subsidiary manufacturers—Chrysler, DeSoto and Dodge, as well as Plymouth—giving this line 10,000 outlets, or about the same number as Chevrolet, and 1,100 more than Ford. It has also reduced prices on the line from \$65 to \$70, putting the Plymouth in the same price class as Chevrolet and only slightly higher than Ford.

Chevrolet, while maintaining prices and the number of outlets on present levels, has launched a new service policy which provides not only for free inspection and adjustment at the end of the first 500 miles, but free inspection every 1,000 miles thereafter. It also covers free replacement of any part which may prove defective.

Chevrolet has a cylinder advantage in that it is a six. The Ford and Plymouth are fours. Henry Ford, however, has maintained his price advantage. Although there have been some adjustments on his various models, the prices are slightly lower than when the model was introduced at the end of 1927. He has also advertised more widely and consistently, particularly since the stock market crash.

That crash in many ways has been helpful for the makers of cars selling for less than \$1,000, which now constitutes 90 per cent of the automotive market. Only three or four of the higher-priced manufacturers appear to have weathered it successfully. All of the leaders—General Motors, Ford, Chrysler, Studebaker and Willys-Overland—are pushing their low-priced cars harder than before. Whether or not Chevrolet and Plymouth will succeed in overcoming some of Ford's advantages is problematical. Chevrolet's dollar and unit volume for the last five years, however, has been consistently higher. Plymouth, only three years old, is expanding rapidly.

"The new low price, we believe, will result in a much greater volume of Plymouth sales this year than in 1929, which was the best year we ever had

on this car," A. van der Zee, general sales manager of the Plymouth Motor Corporation, told SALES MANAGEMENT. "We will continue to advertise extensively."

"Of the 19,000,000 passenger cars now licensed in the United States, we estimate that about 9,500,000 were purchased as either new or used cars at a price of less than \$500 or \$600," Walter P. Chrysler, president of the Chrysler Corporation, pointed out in announcing the new policy.

"It is obvious that buyers of limited purchasing power comprise over half the market for all automobiles."

A feature of the new Chevrolet policy provides that "free replacement of any part which may prove defective, either in workmanship or in material, will be carried out by any Chevrolet dealer in the United States. As a result the Chevrolet owner may change his residence or travel to any part of the country, with full assurance that the guarantee on materials and workmanship will give him complete protection."

In January—the last month for which complete figures are available—Ford sold 87,000 cars as against 68,000 for Chevrolet and 1,600 for Plymouth. Although the Ford car represented more than 95 per cent of the unit volume of the Ford Motor Company, which also includes the Lincoln, Chevrolet with 68,000 sales did more than three-fourths of the unit volume (93,000) of General Motors. In that month all divisions of Chrysler made 17,000 sales, of which Plymouth represented about 9 per cent.

Present Ford production is 148,160 cars, compared with 100,927 in January—nearly 50 per cent greater.

Imperial Furniture Plans Campaign on Tables

A national advertising campaign to promote tables for every room will be launched early this summer by the Imperial Furniture Company, Grand Rapids, under the direction of the new Grand Rapids office of George Harrison Phelps, Inc. It will continue through the remainder of the year. Media has not yet been definitely selected.

The Imperial company has recently entered the office furniture field, Oliver A. Wallace, head of the Grand Rapids office of the Phelps agency, informed SALES MANAGEMENT.

Schrafft to Market Food Specialties; Advertising Soon

Food specialties are to be packaged and distributed widely by the Frank G. Shattuck Company, owners of the chain of thirty-six Schrafft candy stores and restaurants in the East. This announcement was made to SALES MANAGEMENT this week by E. V. Hickey, who has been appointed manager of the food products division of the Schrafft company in Boston.

The entire Schrafft factory in Boston will be devoted to the making, packaging and distributing of Shattuck food specialties, among which will be jams, coffee, cocoa and mayonnaise. Some of the candies will also be manufactured at the Boston factory and the New York factory will be given over to the preparation of candies and other foodstuffs for the restaurants.

This expansion of the company comes after a test of a year, Mr. Hickey said, in which patrons of the restaurants have been purchasing these food specialties at the candy stores and restaurants. However, the distribution of the goods will be expanded to high-type grocery and delicatessen stores.

An advertising campaign is being planned to bring about wide distribution in regular food channels. Mr. Hickey was formerly with the Gillette Razor Company.

English Duplicating Firm to Sell Here

Gestetner Duplicating Corporation, American subsidiary of an English corporation, Gestetner, Ltd., has been established at Bloomfield, New Jersey, to handle the introduction of the company's duplicating devices in the United States on a nation-wide scale. The company will sell direct to customers through branch offices, S. A. Martindale, sales manager, told this magazine. Offices have already been established in the uptown and downtown sections of New York City, in Philadelphia, Baltimore, Washington, Boston and Chicago.

When the distribution framework has been erected throughout the country the company will launch an extensive advertising campaign. This, however, will not be for a number of months, Mr. Martindale said and no advertising agency has yet been appointed. Gestetner products are sold widely throughout Europe.



Constantly soaring to new heights . . . Indianapolis Sunday and Daily STAR February circulations smash all records . . . superseding even the remarkable gains attained in January, 1930! This . . . the greatest net paid circulation in STAR history . . . further indicates the outstanding value and dominant "HOOSIER State" coverage that every STAR advertiser experiences!

February net paid circulation

Daily STAR.....116,823
Sunday STAR....153,728
STAR League of
Indiana181,000

Save **5 cents** •
A LINE
by using...

Kelly-Smith Company
Representatives
NEW YORK
DETROIT CHICAGO
ATLANTA BOSTON
PHILADELPHIA

The Star League of Indiana
INDIANAPOLIS STAR
MUNCIE STAR
TERRE HAUTE STAR-POST
(Terre Haute's Only All-Day Newspaper)

A. N. A. Launches "Audit Bureau" for Radio; Starts National Study

An "Audit Bureau of Radio Circulations" to ascertain the number of radio set owners who listen in on programs, the time and types of programs they prefer and other facts on the advertising value of this medium—will start March 16 under the auspices of the Association of National Advertisers. Thirty-seven advertisers are participating.

Lee H. Bristol, of Bristol-Myers Company, is chairman of a governing committee for the plan. Guy C. Smith is head of the association's radio committee. A group of advertising agency men is acting in an advisory capacity. "We have already spent more than a year in studying the problems of the radio advertiser," Mr. Bristol said. "Through Crossley, Inc.—a research organization, which should not be confused with the maker of radio sets of like name—continuous field work will be undertaken for one year, beginning this month.

"Interviews will be obtained every day in the week for one week each month with typical set owners throughout the United States. Listeners will be asked regarding the use of their sets, covering the hours of listening, stations received, programs heard, programs most enjoyed, number of listeners per set, etc. More than 52,000 interviews will be reported during the course of the year. These will be scattered over all groups of classes of people in every part of the United States.

"As a result of the investigation," Mr. Bristol added, "we expect that the participants in the plan will obtain considerable information on the circulation day in and day out of each network station. At present the number of listeners is subject to considerable variation, due to weather conditions, power of the station, blind spots and other factors. Attempts will be made to average the circulation so as to learn the regular zone of influence and the number of listeners that can be counted upon to be reached regularly by the use of each station. The listening habits of the different sexes, the different age groups, the financial classes, etc., will be compared.

"The fluctuation in public preference for programs will be closely studied. It is hoped that answers can be gained to such questions as to what makes a program popular."

The A. N. A. was instrumental in establishing the original Audit Bureau



Lee H. Bristol

of Circulations, which covers newspapers, magazines, business and farm papers.

The governing committee comprises Mr. Bristol, Martin P. Rice, General Electric Company; D. P. Smelser, Procter & Gamble; J. S. Johnson, Johnson & Johnson; and M. F. Rigby, Studebaker Corporation of America.

The advisory committee of agency men is composed of Roy S. Durstine, Barten, Barton, Durstine & Osborn; L. Ames Brown, Lord & Thomas and Logan; and John H. Reber, J. Walter Thompson Company.

Cranberry Combine Seeks to Double Its Volume

The Ocean Spray Preserving Company, South Hanson, Massachusetts; the Makepeace Preserving Company, Wareham, and the Enoch F. Mills Company, Bordentown, New Jersey, cranberry packers, with combined assets of \$10,000,000 and annual production of \$2,500,000, have been consolidated as the Cranberry Cannery, Inc.

Marcus L. Urann of the Ocean Spray Company is president of the new company; Isaac Harrison, vice-president; J. C. Makepeace, secretary-treasurer.

The company sells through 3,000 wholesale outlets in the United States and exports canned cranberries to twenty-seven countries. It now packs a half-million cans a season.

Marlboro to Introduce Ivory-Tip Cigarette Nationally Soon

Ivory-tipped Marlboro cigarettes—"the first innovation in cigarettes outside of the package in fifty years"—will soon be introduced nationally by Philip Morris & Company, Ltd., New York, as a result of a successful test which has just been completed in San Francisco. The "ivory" tip is an almost invisible band about a half-inch wide.

Distribution is now being developed in Seattle, Portland, Denver, Pittsburgh, Philadelphia, St. Louis and Chicago. R. M. Ellis, president of Philip Morris & Company, told SALES MANAGEMENT. Dealers in the New York metropolitan district are now being brought into line, Mr. Ellis said, and newspaper and display advertising will start soon in twenty major cities. This campaign will be followed by magazine advertising in general and class magazines.

The cigarette will sell for twenty cents.

The "quality" appeal will be emphasized, Mr. Ellis pointed out. "The ivory tip we believe to be a complete innovation," he said, "as the cork and straw tips were inaugurated more than half a century ago. We went to considerable effort to devise a tip that would be odorless, tasteless and harmless—a tip which would be equally satisfactory to men and women.

"Our advertisements will emphasize quality both in tobacco and tip. We call attention to the fact that the Government tax of six cents applies to all grades and when this is deducted from cheaper cigarettes something must be taken from quality."

The advertising will also point out to women that the new ivory tips will not remove their rouge when the cigarette is moistened in use.

Archdale Razor Makes Its Debut in America

The Archdale razor, a British product, manufactured by the Archdale Company, New York, and featuring two angles of operation—one for a "once-over," another for a "close" shave—is being introduced in the East under the advertising direction of Picard, Bradner & Brown, Inc., New York. Displays are being run in drug, independent cigar, department and sporting goods stores. The first advertisements appeared in the *New Yorker* and the *New York Times*, and other publications will be added.

Cord Dealers Will Take Competitors for Ride

Automobile dealers and members of the trade have been invited by the Auburn Automobile Company to ride in and drive the Cord front drive cars as a feature of a "national invitational week," sponsored by the company to enable the trade and public to learn more of the advantages of this new type of car. "We want them to realize that Cord will not tip or lean on the curb," R. H. Faulkner, vice-president of Auburn said, "and that the Cord will travel in a straight line better than any other car." Greater visibility through the lowness of the body will also be emphasized.

Dismiss \$1,000,000 Suit in Claude Neon Ad Case

A writ of attachment for \$1,000,000 against W. T. P. Hollingsworth of Claude Neon Lights, Inc., which was sought by C. V. Bob & Company, was dismissed this week by Judge Nathan Bijur in the New York Supreme Court. The Bob company alleged that an advertisement over the signatures of Claude Neon Lights, Inc., W. T. P. Hollingsworth and R. L. Kester, Jr., on November 26, contained misstatements and had caused the failure of a \$10,000,000 stock offering of the Federal Neon System by Bob & Company.

Similar action against Mr. Kester and Claude Neon Lights, Inc., had previously been withdrawn by Bob & Company.

Goodrich Names Miller Division Executives

L. C. Rockhill, who has been vice-president of the Miller Rubber Company, recently acquired by the B. F. Goodrich Rubber Company, has joined Goodrich as merchandising counsel. W. C. Behoteguy, formerly Mr. Rockhill's assistant, is now with the tire sales division of Goodrich.

G. E. Brunner has been appointed sales manager of the Miller tire division; L. L. Black in charge of the Eastern division; E. Farr of the Western division; and G. S. Earseman of sales personnel work for the Goodrich company.

William T. Hunter has been elected president and general manager of A. Schrader's Son, Inc., Brooklyn, New York, makers of tire pressure gauges and tire valves.

FILMO

makes staunch friends for Eagle-Picher Lead

Filmo 57-C Business Projector, demonstrating Eagle white lead manufacture to a painting contractor



In union halls, contractors' offices, and painters' homes, the story of Eagle-Picher Lead is being told by 17 Filmo Business Projectors.

"We have found that moving pictures have done a splendid educational job for us," says Ed. L. Gouedy, Advertising Manager. "The Bell & Howell projectors are sturdy, thoroughly satisfactory, and fool proof. We decided to buy our battery of projectors only after long investigation and the results have proved the wisdom of our decision."

From straight selling to institutional publicity, Filmo 57-C Business Projector will serve you with all the dependability that scientific design, simplicity of operation, and absolute precision in manufacture

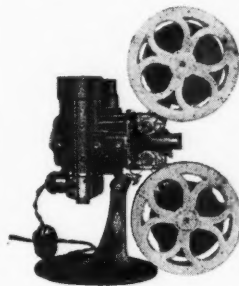
can offer. Write today for the booklet "Filmo in Business". It will tell you things about movies in business that you'll be glad to learn.

PROJECT-O-PHONE

A new voice in business



The Project-O-Phone is a new and practical synchronized sound movie instrument, complete from turntable to loudspeaker, utilizing Filmo Business Projector. Perfect synchronization is accomplished through mechanical coupling of turntable and projector. And the Project-O-Phone is so easily portable that it can be stowed away on the back seat of a salesman's car. Write today for details and name of nearest dealer.



Filmo 57-C Business Projector 250-watt, 5 ampere lamp, 45-50 condenser, geared re-wind, variable voltage resistance and volimeter, with carrying case \$246. Other models from \$198 up.

BELL & HOWELL

Filmo

BELL & HOWELL CO., DEPT. O, 1821 LARCHMONT AVE., CHICAGO, ILL.
NEW YORK, HOLLYWOOD, LONDON (B. & H. CO., LTD.) ESTAB. 1907

IN THE HEAT

OF PARTISANSHIP

In the heat of partisanship, ideas and institutions grow and thrive—as do also the keen perceptions of the people who participate.

The FORUM induces an active, vigorous taking of sides on public questions, and puts people in the energetic frame of mind that enables them to get the best out of the advertisements they are reading.

FORUM

Edited by Henry Goddard Leach
441 Lexington Ave., New York City

Smith Carpet to Start Its First Consumer Campaign Soon

The first consumer advertising of Alexander Smith & Sons Carpet Company will appear in April, with the launching of a test campaign to run in the *American Weekly*, using full color pages for three weeks. Eighteen rug patterns will be featured. Further advertising in the fall will be contingent on market conditions and results from the preliminary test.

Use of consumer advertising by the Smith company follows the reappointment of W. & J. Sloane, Inc., New York, as selling agents on November 1, 1928. This same arrangement had existed a decade until the Smith company terminated the contract and inaugurated an auction selling system which was said to have affected the industry adversely and eventually brought about the present condition with Sloane as selling agents.

The Smith carpet company is one of the largest in the country and has been in operation for more than twenty-five years.

W. & J. Sloane, Inc., has increased advertising 20 per cent for the year on its line of linoleum and other hard-surface floor coverings, E. G. Tuttle, advertising manager, told this magazine. Rotogravure will be the principal medium. Two campaigns calling for five-time insertions using roto-gravure in newspapers of eighteen cities have been scheduled. One will run in the spring and the other in the fall.

Advertising on Sloane rugs will also be more extensive this year, the appropriation being about double that of 1929. Both trade papers and consumer media will be used.

British Fair May Tour

The British Industries Fair, held recently in London and Birmingham, may tour the world soon in somewhat reduced form, in the interests of British trade—being shown on both ships and trains not only in the British Isles, but practically every other country in the world. Viscount Chelmsford is chairman of the committee in charge.

Plan New Building Paper

General Building Contractor, a building construction magazine, will be launched in July by F. W. Dodge Corporation. With the new magazine will be incorporated the *American Contractor*, a weekly publication now issued by Dodge.

George Harrison Phelps, Inc., Detroit agency, has opened a branch in Grand Rapids, Michigan, with Oliver A. Wallace as manager. Mr. Wallace was formerly advertising manager of Berkey & Gay Furniture Company, Grand Rapids.

Hershey Company Tests Unwrapped Chocolate

Hershey Chocolate Company has inaugurated a test in New York City and adjoining territory of New Jersey, on unwrapped chocolate bars, slightly larger than the wrapped, which will be sold at the same price.

The unwrapped bars will be presented in their original container, or from the glass showcases of the retailer. The company is endeavoring to find out whether the dealer and public will respond to the extra value. The Hershey trade-mark imbedded in the chocolate is the only identification.

New York to Have a Sales and Advertising Center

An Advertising and Sales Center, which will house permanent exhibits of interest to sales and marketing executives, advertising agency personnel and students of sales, marketing and advertising, will be opened early in April in the new Chrysler Building, New York, according to Donald Thomas, director. Temporary quarters are at 384 Fourth Avenue.

Display space is to be allotted to the makers of all material used in advertising and selling, with the exception of advertising media. Among the displays will be those of packages, catalogues, covers and binders, lithography, printing, sales manuals and portfolios, window display and counter display material, signs, direct-mail pieces and advertising novelties, Mr. Thomas said. An advertising campaign in business papers will announce the new Advertising and Sales Center soon. Mr. Thomas was formerly with *Town and Country* as business manager and has been connected with the Curtis Publishing Company.

New B. B. D. O. Branch

Batten, Barton, Durstine & Osborn, Inc., of New York, purchased the Harrison, Guthrie Agency at Minneapolis, which will be known as its Minneapolis office. M. E. Harrison, president; Murray K. Guthrie, vice-president and treasurer, and Curtis G. Noble, Russell D. McCord and Ralph B. Campbell and other executives of the Harrison, Guthrie Agency will remain with the organization. Mr. Guthrie has been elected vice-president of Batten, Barton, Durstine & Osborn.

Presbrey Adds Department

Frank Presbrey Company, New York agency, has established a radio department, under the direction of Fulton Dent, until recently associated with major radio projects on the Pacific Coast.

Account Changes

IMPERIAL FURNITURE COMPANY, Grand Rapids, furniture, to George Harrison Phelps, Inc., there.

POMPEIAN COMPANY, New York City, Pompeian massage cream, and other toilet preparations, to Lawrence G. Gumbinner Agency there.

CHILTON PEN COMPANY, Long Island City, New York, fountain pens, to Conklin Mann, Inc., New York City. Sectional newspapers.

WINSLOW BOILER & ENGINEERING COMPANY, Kleen-Heet automatic oil burners; JUERGENS & ANDERSEN COMPANY, Add-A-Pearl necklace, both of Chicago, to Hays, MacFarland & Company there.

BECTON, DICKINSON & COMPANY, Rutherford, New Jersey, B-D fever thermometers and surgical supplies, to Redfield-Coupe, Inc., New York City. Magazines, trade papers and direct mail.

FREEMAN OF LONDON, INC., New York City, old English silver and reproductions; and the NEWHOUSE GALLERIES, INC., New York City, art gallery, to S. W. Frankel Advertising Agency there. Magazines for the former; magazines and newspapers for the latter.

BAXLEY DRESS MANUFACTURING COMPANY, Seattle; and SEATTLE TIMES, to Arnold-Morgan Advertising, Inc., there. Newspapers, dealer helps for the former; national trade papers and general counsel on local promotion for the latter.

CARLIN COMFORTS, INC., New York City, bedroom accessories, blankets, etc., to Central Advertising Service, Inc., there.

HOME OWNERS INSTITUTE, New York City, to Addison Vars, Inc., there. Newspapers and magazines.

G. L. OHRSTROM & COMPANY, New York City, investment house, to Louis C. Pedlar Corporation there.

TABOR MANUFACTURING COMPANY, Philadelphia, foundry molding machines, and Tabor oil heating system, to the Jerome B. Gray Advertising Agency there. Trade papers and direct mail.

LOUISIANA RED CYPRESS COMPANY, New Orleans, marketing association of cypress mills, to the Fitzgerald Advertising Agency, Inc., there.

POWER PLANT ENGINEERING COMPANY, Seattle (affiliated with PETROLEUM HEAT & POWER COMPANY, New York), oil burners, to Penman & Parry of Seattle. Newspapers.

C. F. MUELLER COMPANY, Jersey City, Mueller's macaroni, to the Thomas M. Bowers Advertising Agency, Chicago.

ELECTRACRAFT CORPORATION, Boston, Tippet automatic electric lighters, to the Kenyon Company there. Magazines and business papers in the gift shop, department store and electrical fields.



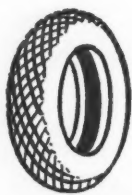
The ratio of personal income tax returns to population may be greater in the large cities than in the small towns. But personal income tax returns are not infallible guides to purchasing power on the majority of products. * * For example, your big city customer pays a heavy premium for the mere privilege of living in a crowded metropolis. After this premium is deducted from his income, his spendable wealth really is less than the spendable wealth of the small town citizen in relation to such every day products as motor cars, household appliances, food products, toilet goods, furniture. * * The Small Townner may be short on income tax returns, but is there no significance in the fact that he owns 55 per cent of all the motor cars in the United States? * * More than 406,000 copies of GRIT are read every week in some 12,000 Small Towns. We have helped many manufacturers to discover their true sales possibilities in Small Town America. Asking us for a report on your own prospects in this market does not obligate you in any way.



Home Office:
WILLIAMSPORT, PA.

Advertising Representatives:
THE JOHN BUDD CO.

"If it won't pay in GRIT . . . it won't pay anywhere"



GOODYEAR

THE GREATEST NAME IN RUBBER

Uses

Holland's

Main Office & Publishing House
DALLAS, TEXAS

The Magazine of the

SOUTH

New York, 52 Vanderbilt Ave.
Chicago, 122 S. Michigan Blvd.

Because:

they, like Buick . . . Chevrolet . . . Hudson-Essex . . .
Dodge . . . Chrysler . . . United States Rubber . . . Fire-
stone and many other nationally prominent adver-
tisers in the automotive industry, know that the
market of the South is made up of small cities
and towns. Know that the national maga-
zines do not adequately cover this market.
Know that one magazine, HOLLAND'S,
thoroughly covers this rich Southern
territory. Know that a consistent
yearly program in HOLLAND'S pays!

**YOU CAN'T COVER THE NATION
WITHOUT COVERING THE SOUTH
. . . . AND YOU CAN'T COVER THE
SOUTH WITHOUT HOLLAND'S**

Gossip

J. KINGSLEY GOULD, until recently with the Blackman Company, has joined Louis C. Pedlar Corporation as vice-president and general manager. Mr. Gould was formerly manager of the New York office of Campbell-Ewald Company, advertising manager of Ford Motors of Canada and manager of the Berlin office of J. Walter Thompson Company. . . . AUGUST HIRSCHBAUM, with Albert Frank & Company for eleven years, the past two as manager of the Boston office, has been elected vice-president. . . . J. E. BLOOM has resigned as vice-president of the Biow Company, advertising agency of New York. He was formerly sales promotion manager of the *American Weekly*. . . . WILLIAM YOUNG will leave Boston April 1 as New England manager for the *Woman's Home Companion*, to become a field representative of the Crowell Publishing Company. F. P. Ives will succeed him there. . . . HOWARD LAW, formerly production manager of the McLain-Simpers Organization and more recently with the Biddle Press, Philadelphia, has joined Jerome B. Gray Advertising Agency there as an account executive. . . . A. E. BONN has been elected a vice-president of Hanff-Metzger, Inc. He has been with the company for the past two years. . . . A. E. CHRISTOFFERS has been appointed southern advertising representative at Atlanta of the *Magazine of Wall Street*. . . . BERTRAND L. CHAPMAN is now vice-president of Redfield-Coupe, Inc., of New York. He was formerly manager of the New York *World* merchandising department; later with Barton, Durstine & Osborn, and the Robert M. McMullen Company. . . . N. S. TOBEY has been appointed general sales manager of the Dubilier Condenser Corporation of New York. He was Eastern sales manager of the Marion Steam Shovel Company. . . . D. MORRIS-JONES, founder of Morris-Jones & Stewart, Inc., agency, and more recently vice-president of the Andrew Cone Advertising Agency, has been elected vice-president and general manager of O. W. McKenney Corporation, New York advertising agency. . . . F. W. SWANSON, who has been manager of the Chicago office of *National Hotel Review*, is now traveling through Europe studying foreign markets on behalf of several American concerns. . . . M. KOENIGSBERG, formerly president of International News Service and more recently head of Kay Features, Inc., has become general manager of the *Denver Post*. . . . WALTER A. REYNOLDS, sales manager, and EARL A. ROSS, real estate manager, have been elected to the board of J. C. Penney Company, New York. . . . CLARK B. KELSEY, director of publicity for the National Retail Furniture Association and the National Association of Furniture Manufacturers, and their joint Home Furnishings Program, will join the United States Department of Commerce on May 1, to provide the public with information on furniture construction and furnishing of homes. . . . LEE BLACK has joined the executive staff of Ivel Displays, Inc., New York, maker of expository and window displays. Mr. Black has been head of his own studios in Hollywood, manufacturing scale models.

what is YOUR Company's share?

—Of that appalling seven-billion-dollar annual distribution waste in this country, huge sums could be saved by intensive study of major market zones. Men like Dr. Julius Klein, Assistant Secretary of Commerce, point to this as the vital business problem of the day. Nowhere can sound thinking pay greater dividends.

Based on groupings of present and near-future populations, comparative buying power, buying habits, transportation channels and the like, the nation's business map may be simplified into a few great distributing zones. These will be seen to include most of the profitable consuming markets. In them you will find not all the *gross* volume, but most of the really *profitable* net sales.

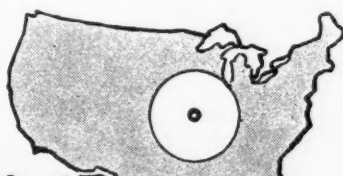
For years American business has blindly worshipped at the shrine of Volume. "Beat last year's tonnage!" "Exceed last month's quota!" —These have been the slogans. We have done a big business—skirted dangerously close to over-production—but many a balance sheet shows today that volumes and profits are by no means the same thing. And now business leaders are realizing that excessive distribution costs can make too great expansion distinctly unprofitable.

Is it not better to concentrate more on the major buying zones of this country, and serve these intensively from their focal centers? You can, for example, cover all the rich Mid-West and Southwest territories to economic advantage from St. Louis, their natural metropolis. Whether as a national headquarters, or as the location of a factory branch, warehouse,



or divisional command, here is the ideal center in all America from which to effect profitable mass distribution.

Fifty million buyers surround St. Louis within a 500-mile radius. From it, the greatest network of rail and river transportation ever known reaches them in terms of *hours*. The fastest-growing section of the nation lies all around it. Consumers of almost every conceivable type of product, merchandise, commodity and service look to it as their natural source of supply. . . . Facts which have direct and tangible bearing on your distribution problems and their possible economies are available—and well worth obtaining.



Industrial Bureau
of The Industrial Club of
ST. LOUIS

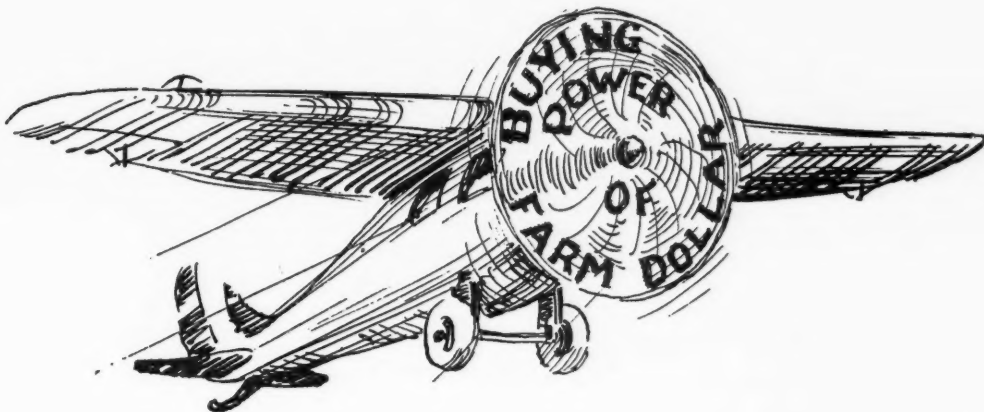
Editorials

SPEAKING FOR THE RAILROADS: The railroads as a body having thus far failed to take advantage of their opportunity to improve their public relations by putting their cause plainly before the people in advertising space, Halsey, Stuart & Company have just given them an excellent illustration of the sort of thing they might do in that way. In a page entitled, "Steel Highways of the Nation," in their series dealing with principal industries, the bankers tell an interesting story of giant strides that have redounded to the benefit of American business, but yielded to the railroads no more than the modest reward of less than 5 per cent return on their total investment. Describing what has been done to accelerate the economic life of the nation the advertisement says: "The excellent service rendered by the railroads has helped make possible the low inventory method of business, to which many credit a part of our recent prosperity and abundant capital. Goods can be bought in small quantity as needed. These savings in inventory range from 10 to 50 per cent in various industries. In the lumber business retailers carry some four billion less board feet in reserve stocks than were necessary a few years ago. Thus about \$600,000,000 of capital is released in one industry for more productive purposes." Yet for lack of general understanding of facts like these, the railroads not only must be satisfied with relatively low earnings from their operations, but remain exposed to constant attack in Congress and the state legislatures. Probably no other single factor in American business is so universally important as adequate transportation facilities. Certainly none can make a better case before the bar of public opinion. But, except for individual voices here and there, the transportation industry remains silent, incapable apparently of getting together on common ground.

TESTS FOR VALUES: It is an old complaint that retailers are ignorant of real values and indifferent to methods of testing merchandise. Many of them content themselves with offers of refunds to dissatisfied purchasers, assuming that good will is safe as long as expressed complaint is dealt with in a liberal spirit. They fail to realize how small is the ratio of dissatisfied customers who give them an opportunity to make good; the majority prefer to try elsewhere. "Retailers owe it to their public," says Frank Stutz, manager of the Better Fabrics Testing Bureau, "to test their purchases of merchandise so that they will have sufficient technical information to avoid mistakes in advertising and promotion.

Buyers must learn that price alone is no measure of quality, nor is it any measure of salability or profits." The manufacturer and the wholesaler are no less concerned, but, lacking direct contact with the public, a good many of them are slow to sense the attitude of the ultimate consumer. They are inclined to rely on credulity rather than on appreciation. For this the retailer is to blame to the extent that he shirks the obligations of his intimate relations with the people. But the weight of responsibility rests upon the producer, and in the long run his loss is likely to be the greater if he fails to measure up to his opportunities for honest service and candor in his advertising. It is because many producers are not alive to this obvious fact that the demand for testing goods in the stores is making headway.

EBBING PRICES: The *Journal of Commerce* of New York thinks agitation over commodity price declines is unduly expanded in scope by contemplation of misleading indices. The Government's index numbers of various manufactured goods, it says, showed hardly any change in 1929 from 1928, whereas other groups, such as farm products, were inclined to recede. Hence, it concludes, there has been no such thing as a general rise or fall in prices except in imagination or as the result of averages which are untrustworthy. . . . It is true that all commodity price index numbers are of restricted value for the purposes of a particular industry; for that reason most industries keep their own price indices. But criticism based on the premise that manufactured goods prices have not suffered much in the last few months ignores the facts. In the decline of all commodity price index numbers last year manufactured goods shared to the full extent. Sharp declines in grain and cotton this year have affected this relationship, but there is no reason to expect manufactured goods to resist the influence of established lower levels for raw material. . . . The commonest mistake in reading price index numbers grows out of the assumption that good times are dependent on high prices. All but one of the Bureau of Labor price index numbers was lower in 1926 than in 1925, that for all commodities being down 31½ per cent. But 1926 was much the better business year. The corresponding number for last January was 93.4, 6.6 per cent lower than it was in 1926, but it is still more than 33 per cent above the index number of 1913, the last pre-war year. Gradual deflation of prices after war is a familiar phenomenon. It need not be disturbing.



IN making your sales plans for this year, remember: The buying power of the farm dollar at the close of 1929, was higher than at any time since the drastic decline following the World War.

In twelve Southern States the estimated CASH farm income for the season 1929-30 was \$100,000,000 MORE than the previous year.

In this market **SOUTHERN RURALIST** is—

SOUTHERN RURALIST

FIRST in total circulation
FIRST in editorial merit
FIRST in coverage in the
group of states comprising
the highest farm
values.

»» Serves Every Interest of the Farm Home

Circulation Guarantee
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Atlanta
Georgia

National Advertising Representatives: E. Katz Special Advertising Agency

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Why 179 of these manufacturers have used it continuously for from five to fifty-two years.

Why 81% of the advertisers in AMERICAN EXPORTER increased their export business in 1929 over 1928.



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French:
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Why the AMERICAN EXPORTER has grown 76% in advertising volume in five years.

Why it carries considerably more than twice as much business as the next two largest export journals put together.

AMERICAN EXPORTER

370 Seventh Avenue
New York

WORLD'S LARGEST EXPORT JOURNAL - 53rd. YEAR

Ontario Extends Bid for U. S. Trade; Seeks Branches

With but one-ninth of the total area of Canada and but one-third of its population, the Province of Ontario produced last year 52 per cent of the Dominion's total manufactured wealth and accounted for 43 per cent of its buying power, the Toronto Industrial Commission announced this week in reporting on the results of a recent survey, which are being used as the basis for an extended advertising campaign to attract United States business to that city and province.

Ontario possesses 35 per cent of Canada's national wealth, and in all industries, except forestry, fisheries and construction, led the Dominion last year.

Two hundred and eighty of Toronto's 2,200 plants are branches of United States industries, the commission pointed out. New branch plants are being located at the average of one a week.

Colonial and Valley Radio Firms Merge

Colonial Radio Corporation, set manufacturer of Long Island City, and Valley Appliances, Inc., speakers, Rochester, were combined this week under the former name. Fulton Cutting, formerly chairman of the board of the Colonial Radio Corporation, becomes chairman; W. S. Symington, who has been head of Valley Appliances, president; and Fred G. Carson, vice-president in charge of sales.

Each division of the new corporation will continue to be operated independently—with headquarters, respectively, in Long Island City and Rochester. General sales office will be in Long Island City.

SALES QUOTAS

By PERCIVAL WHITE

This volume has been written to assist the sales manager in meeting the growing competition in business through the use of sales quotas. It is the first complete statement of the underlying theory of various kinds of quotas, the use of market analysis, the application of scientific methods to quota setting and the quota in operation and practice.

The subject matter is grouped under five natural divisions:

- I. Introduction.
- II. The Market As a Quota Determinant.
- III. The Company As a Quota Determinant.
- IV. The Quota In Operation.
- V. An Example of Quota Practice.

Consists of 254 pages, including 56 charts, diagrams, etc.

Price, postpaid, \$4.00

Remittance Should Accompany Order

SALES MANAGEMENT

Book Service

420 Lexington Avenue

New York, N. Y.

Standard Safety Razor Company Established

Standard Safety Razor Corporation has been organized with headquarters at East Norwalk, Connecticut, to manufacture and distribute razors and blades. The bulk of the company's business is expected to be in blades—both the single and double edge types. Skeleton distribution extends as far West as Chicago. D. M. Mason is president of the company.

Milne-Ryan-Gibson, Inc., advertising agency of Seattle, will move April 1 to 814 Exchange Building.

Western Firm Tries Out Refrigerated Fruit

"Refrigerated fruits," frozen fresh at the point of production and put up in tins of fifteen, thirty and fifty pounds capacity, are being introduced by Sussman Wormser & Company, San Francisco, wholesale grocer and manufacturer, and delivered to hotels, bakeries and other institutional outlets. Cherries are the first fruit to be used.

The refrigerated fruit is served or used from the tin promptly after opening. The flavor and appearance of the fruit are not changed and are said to be superior to that of canned fruit. The company plans to add berries soon.

Office Furniture Makers Join "Wood" Campaign

The Wood Office Furniture Associates, composed of leading manufacturers of wooden desks, with offices at 420 Lexington Avenue, New York, have joined in the National Lumber Manufacturers' Association trade extension work. The associates will begin their activities with an advertising campaign in May and June issues of four magazines, which will complement the advertising copy and schedules of the National Lumber Manufacturers' Association.

The publicity of the office furniture group in part is designed to offset the advertising for metal and other materials used in furniture construction, an official of the association told SALES MANAGEMENT. The expenditure will probably be equal to or about that being used by other association groups in the field.

NuGrape Gets Mavis

Stockholders of the Mavis Bottling Company will meet next Monday to act upon a plan to combine with the NuGrape Company of America, of Atlanta, Georgia. In return for 80,000 shares of NuGrape stock Mavis will transfer to that company 51 per cent of its interest in its New York and Philadelphia plants and of all the physical properties of the Baltimore and other Mavis plants.

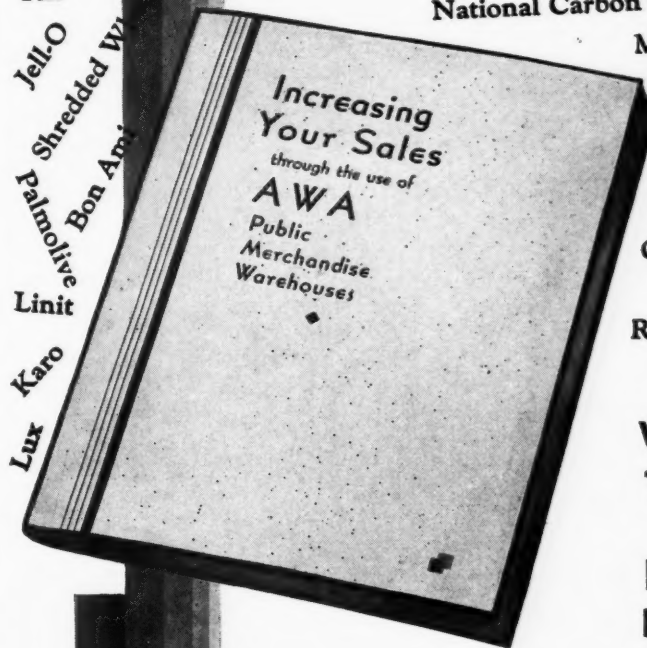
Olds Promotes Blunden

L. J. Blunden, for several years sales executive of the Olds Motor Works, has been appointed an assistant general sales manager.

Arnold-Morgan Advertising, Inc., Seattle agency, is now located in the Liggett Building.

the GREAT NAME IN AMERICAN BUSINESS ARE AMONG THE USERS OF A-W-A MERCHANDISE WAREHOUSES

California Packing Co. Aunt Jemima Mills American Tobacco Co.
Ivory Soap Corporation Kleenex Tanglefoot
General Foods Corporation Hershey Chocolate Carnation Milk Hoover Sweepers
Fleischmann's Corn Meal Kellogg's Lifebuoy Soap Chase & Sanborn
Majestic Horlick's Malted Milk Argo Starch
Beech-Nut Mellin's Food
Luden's Candy Drops Royal Baking Powder Vacuum Oil
Hoosier Kitchen Cabinets Eastman Kodak Karo
Comet Razors Chevrolet Battle Creek Foods Union Carbide
Necco Sweetened Federal Match Vick's Vapo-Rub
Pillsbury Flour Standard Brands, Inc. Kellogg's Borden
Flit
Jell-O
Shredded Wheat
Palmolive
Bon Ami
Linit
Karo
Lux
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Postum
Kotex
Campbell's Soups
Quaker Oats
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TO-DAY
for this
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A 32-page booklet, just published, tells how some of the nation's leading merchandising experts use our warehouses to achieve strategic "spot stock" distribution and deliver their goods quicker at less cost. Because these nationally-known manufacturers have so successfully used our warehouses for many years to distribute their products economically, we feel that our plan of distribution may possibly help you. Have your secretary write for our free booklet.

Public Merchandise Warehouse Division

AMERICAN WAREHOUSEMEN'S ASS'N
1715 Adams-Franklin Building, Chicago, Illinois



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tie them up

make **SAMPLING** part of your next advertising program

Write for booklet
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Every advertising campaign is a promissory note to the client...promising at a later date to "deliver the goods" at a substantial profit. It is sound business judgment, therefore, to have an "Ace in the Hole"...something in addition to publication advertising for use as a counter attack when the sales battle rages hot. *Nothing* has proven itself so valuable an adjunct to publication advertising as house-to-house sampling.

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MARKET ANALYSIS

By PERCIVAL WHITE

52 charts, diagrams, sample letters and questionnaires are given to show how market research work has been done by others, and to give the reader a plan of campaign for a survey of his own. This book will be particularly valuable to any sales executive who feels that his sales volume has not reached full potentialities; it shows how and where to get the needed facts, how to analyze them, how to use them profitably. 340 pages.

Price, postpaid, \$4.00

Remittance should accompany order

SALES MANAGEMENT

Book Service

420 LEXINGTON AVENUE

NEW YORK CITY

Al Carbo-Solve Versus Kid Carbon

(Continued from page 478)

just removed his shirt, and the caption, "You Can Bet Your Shirt on This One." Three sizes are offered; one column by five and one-half inches, two columns by three and one-half inches, and two columns by six and one-half inches.

The direct-mail campaign consists of three pieces. The first is a self-mailer announcing the "Good News for Motorists," second is a regulation postal card, the back of which is printed in colors and which is a "reminder" follow-up, and the third is another self-mailer offering "proof" that Carbo-Solve will keep a motor free of carbon without having to take the car out of service. An envelope stuffer, entitled "The Greatest Bugbear in Motoring," is given free with an order for the set of mailing pieces. A follow-up card to be used later, when the customer's car should need Carbo-Solving again, is also available.

Year's Preparation

Preparation for the campaign was begun late last year, when three portfolios were gotten up. One of these was for the 325 Alemite salesmen to use in familiarizing dealers and prospective dealers with the advertising campaign, another reproduced the dealer teasers and ads, mats of which were offered, and the third pointed out the new profit opportunities for dealers afforded by this new product. Attractive signs and displays for the dealer's windows, counter and walls are furnished free.

A part of the national newspaper and broadcast advertising expense is being borne by the fifty distributors who handle Alemite products exclusively, but not by the 300 automotive supply jobbers who handle Alemite products with other lines. Under the Alemite set-up the latter group buy from the former.

Alemite Corporation has exclusive distribution of Carbo-Solve, which was developed and is manufactured by the Thomas and Hochwalt Laboratories, Inc., of Dayton, Ohio. It is not an entirely new product, as it has been used as standard equipment on one line of cars for some time, but this is the first time it has been offered to the public.

Kirschner Agency Formed

Kirschner & Company, an advertising agency, has been formed with offices in San Francisco and Los Angeles. Robert Kirschner is president, Herbert Kirschner, vice-president.

Practical Plans for Paying Specialty Salesmen

(Continued from page 482)

method of paying salesmen throughout an organization, the National Cash Register Company, while it operates its sales agency on a commission basis, permits its sales agents to operate salesmen on salary in some cases and in other cases a salary and bonus or commission, and in the case of their senior salesmen they operate on a straight commission basis.

C. E. Steffey, general sales manager of National, discusses their payment plan in these words:

"Our sales agents use the salary basis because a new man is not capable of producing any business at the beginning of his sales career with our company. Later, as he is able to sell, he is transferred to a basis on which, in addition to his salary, he can earn a small bonus or commission. Later, when he is able to carry a quota of his own, each salesman operates on a commission basis. There are a few exceptions to this but they are not numerous.

"Our reason for this straight commission basis for our sales agents is that we believe this is the really fair way to compensate our agents. We pay them for what they really sell. If they have a poor record they are not overpaid.

"Our company does not pay the men who work for our agents. The agents pay their own men and keep their accounts. Our dealings are with only one man in the agency and he is the sales agent."

In conclusion, it should be said that there are two outstanding points to be considered in the establishment of a plan for paying salesmen.

1. The age of the business,—that is, as to whether it is a new business or a seasoned business. Obviously, a seasoned business can afford to take more of the risk involved in paying salesmen on plans other than the straight commission.

2. The type of product sold, especially with reference to the amount of servicing, engineering, missionary work, and other selling activities not strictly connected with the completion of an individual sale are concerned.

In succeeding articles, the experiences of leading corporations in the use of the drawing account and commission method of paying salesmen and the experiences of those companies using a salary plus commission plan will be discussed. It should be

borne in mind in considering the material presented in these articles that no attempt has been made to "split hairs," but rather the attempt has been made to present a practical opinion and picture based upon the experiences of leading companies in the specialty selling field. In the final analysis, the plan adopted by any particular company for the payment of specialty salesmen must be carefully organized and adapted to the conditions under which the selling is carried out.

Sales Management Weekly Index to Motor Activity

(Average of years 1924-28, inclusive,
equals 100)

<i>Year</i> 1930	<i>Year</i> 1929
Jan. 4 112	Jan. 5 103
Jan. 11 ... 114	Jan. 12 ... 138
Jan. 18 118	Jan. 19 142
Jan. 25 ... 127	Jan. 26 ... 144
Feb. 1 127	Feb. 2 147
Feb. 8 128	Feb. 9 149
Feb. 15 ... 129	Feb. 16 ... 147
Feb. 22 128	Feb. 23 153
Mar. 1 120	Mar. 2 150
Mar. 8 120	Mar. 9 147

The exact sources of data on which the SALES MANAGEMENT Weekly Index of Motor Activity is based cannot be completely explained or disclosed for the reason that much of the information used is obtained in confidence. The computation itself is entrusted to one of the leading economists and statisticians of the automotive industry.

The principal factor involved is that of factory consumption, the data being used along this line involving approximately 25 per cent of the total production of the motor car industry. Inasmuch as production of automobiles is adjusted to retail sales at relatively short intervals of time, this index really portrays to some extent the trend of motor car retail sales as well as of motor car production. The volume of business transacted by the automotive industry, including its tremendous consumption of many and varied types of products as glass, steel, paint, cotton, copper, etc., gives this index of motor activity much significance from the standpoint of the business of the country at large. The fact that it can be obtained weekly also contributes to making it one of the most valuable indices to general business conditions that have been thus far developed.

Duckworth Chain & Manufacturing Company of Springfield, and the Baldwin Chain & Manufacturing Company of Worcester, Massachusetts, will be merged soon into a \$2,000,000 concern, which will include both names. George P. Empsall of the Duckworth company will be president.



GIRL

BEAUTY-COMELINESS-GRANDUE

vs. Ugliness	109A
vs. Shabbiness	109C
vs. Dirtiness	117A
vs. Deformity	103B

Excellence—Superiority
Ornamentation—Jewelry
Arrayal—Clothing

108

VERBS

(See Ornamentation 107A)

ADJECTIVES

admirable, attractive.
adorable, worthy of worship.
admiration etc.
adorned, ornate.
alluring, charming.
aesthetic, artistically beautiful.
alamode, dressed fashionably.
arabesque, beautiful in low relief.
attractive, alluring.
august, grand.
Attic, classic, elegant.
beautifal, charming.
beauteous, beautiful.
becoming, seemly.
brilliant, bright.
bewitching, charming.
bonny, handsome.
brift, gorgeous.
brilliant, gorgeous.
buxom, comely.

ADJECTIVES (Continued)

entrancing, fascinating.
excellent, excellent.
excellent, consummate.
exquisite, delicate.
fair, handsome.
fascinating, captivating.
fashionable, alamode.
felicitous, delightful.
fine, exquisite.
first-cho, first-class.
first-class, excellent.
figured, adorned.
flaming, brilliant.
floriated, beautified with flowers.
flowery, decked with flowers.
flouished, highly elaborated.
gay, elegantly attired.
graceful, fashionable.
glittering, brilliant.
glorious, magnificent.
glowing, glorious.
goodly, pleasing.
gorgeous, resplendent.
graceful, elegant.

Harttrampf's Vocabularies make it child's play to describe her as beautiful. The part miniature page shown gives an idea of the words at your command. It suggests you may say she is chic, adorable, alluring, etc.—more than 200 words to describe beauty. All the other qualities—intelligence, virtue, vivacity, etc.—are as easily described. Every group of synonyms and antonyms in Harttrampf's gives you the same amazing choice and speed of selection. The power in words necessary to promote brilliant growth in business and profession, speaking and writing, is now made immediately available for your use.

Nothing is to complete has ever before been published. The New York Times says: "The word groups are remarkably comprehensive." Dr. W. F. Melton (Ph.D. Johns Hopkins University) epitomized the thousands of letters from enthusiastic users when he wrote, "The work is brilliant, impressive and unequalled." You will treasure this wonderful book and find it is as vital to commanding expression as breath is to life. Hartkamp's is sent postpaid on five-day FREE EXAMINATION and use. Send coupon until all bookstores carry.

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Hartrampf Company, 3131 Gould Bldg., Atlanta, Ga.
Please send, delivery prepaid, Hartrampf's Vocabularies, 548 pages, 6x9 in price and style checked below, for 5 day examination. If satisfied I will remit. Otherwise I will return it within 5 days.
() \$5.00 Full Lintex Gold () \$10.00 DeLuxe Gift Edition.
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of SALES MANAGEMENT's
total net paid circulation is
concentrated among firms
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1. Highest percentage of *effective* circulation.
2. Lowest per line cost per effective subscriber.
3. Largest circulation among sales managers and higher executives of firms that advertise.

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Get the Register!!**

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Chamber of Commerce Bldg., Los Angeles

**OMAHA, a city of
225,000, is covered 84% with carrier home delivered paid circulation by one newspaper—**

THE OMAHA WORLD-HERALD

Nebraska's HOME Newspaper

January Total Paid Average
128,545 daily 124,730 Sunday

O'MARA & ORMSBEE
National Representatives

NEW YORK CHICAGO SAN FRANCISCO
LOS ANGELES DETROIT

Ideas that Clicked at the Steeltex Convention

(Continued from page 475)

tion by crowning the leader of the winning team with a last year's straw hat donated by the mill superintendent. That crown took the boys' fancy. How they worked for it. More material prizes in the form of electric clocks went to the individual salesmen who exceeded their quotas.

Then "Spots" began to play its part. "Spots" is our conversational and genial bi-monthly salesmen's letter that is growing into a real house organ. Everything in "Spots" began to point toward the convention.

When the convention opened, the seventy-five men gathered in a room the walls of which were entirely concealed by great posters, charts and signs. A curtain veiled intriguingly a glowing light that flickered and spread across the breadth of the room. At a word from the president, Homer D. Williams, the curtain parted to reveal a huge illuminated display picturing the future markets that lay open to Steeltex—the markets to be captured and developed in 1930. The art that makes Broadway at night a center of world interest was called upon to create that display.

Advertised to Salesmen

The posters and charts around the hall likewise called upon all the art at the command of the successful display advertiser. They were not mere statements of dry facts. They were planned with the care spent upon expensive advertising space. They conveyed the facts about our products, our markets, our advertising methods, our past performances, and our future opportunities in the same manner that our advertisements carried our story to buyers. In fact, some of them have since been used for consumer and dealer advertising. A portfolio of the chart reproductions constitutes our dealer handbook today!

To this application of pure advertising to our salesmen, we added direct mail forms of literature. Each man received daily at the morning session an envelope full of new mailing pieces, catalogs, samples of dealer aids, and other material constituting the 1930 promotional campaign. Each man also received a leather bound notebook containing the convention program and a pencil and fountain pen inscribed with his name.

These methods were employed not with the purpose of "putting over

one" on the salesmen (any more than we would seek to put one over on our consumers), but with two thoughts in mind. First, if our sales and advertising methods are effective with buyers, they ought to be effective with our men. Second, each man could feel within himself the exact effect our promotional activity would have upon others, even though in some cases the copy was written especially for the convention rather than for public consumption.

During the four days of the meeting a full program of lectures, demonstrations and discussions constituted a thorough schooling on our products, their uses, and the most effective methods of selling. Expert lathers and plasterers actually applied Steeltex and plastered it. Engineers and contractors showed exactly how Steeltex for floors should be installed and used. A model building of steel framing was erected before the group to show how the Steeltex family contributed to the success of this latest advance in residential construction. Several building supply dealers told of their own problems and suggested methods of selling which the men could apply effectively. Architects presented their reactions fully and candidly. Our marketing counselor outlined our potential markets.

Discussions Among Men

The outstanding feature of our sales convention is the actual salesmen's meeting which is held the third day of the convention, after the men have had an opportunity to get a slant on any new sales policies or products. No home office executive or representative of the home office attends this meeting—it is strictly a salesmen's meeting. They elect a chairman and secretary, and the meeting is conducted in a strictly business-like manner. Just before the salesmen's meeting is called to order, Mr. Benedict has always made the request that every salesman or branch manager be given the opportunity to discuss freely and frankly, National Steel Fabric Company's products and sales policy. Constructive criticism is wanted by the company's executives. A typewritten report containing the resolutions adopted by the salesmen is given to the executives of the company the following morning, and the suggestions in the report were taken up in the general sales meeting.

What Is a Sound Expansion Policy?

(Continued from page 477)

From the standpoint of the dealer the full line is just as necessary. The job of assembling a stock of farm equipment from a host of specialty manufacturers is appalling. It takes too much time. It leads to overstocking. It is hard to finance purchases from too many sources. It is equally difficult to service properly machinery that comes from scores of manufacturers. And worst of all, the retailer who buys only a few odds and ends from a manufacturer is never tied very closely to him. Only the full-line dealer, carrying the major portion of his requirements in a certain class of goods from the one producer, is in a position to give the manufacturer that full measure of cooperation that he has a right to expect from his retail distributors.

Dealer Saves on Freight

The St. Johns Table Company, of Cadillac, Michigan, deals with the advantages of featuring a complete line in one of its late trade announcements. It tells of a dealer who saved a substantial sum on freight and cartage by confining himself to the St. Johns line. The company manufactures an elaborate variety of tables—a bigger range, it says, than can be obtained "by shopping around."

Quite a few concerns from the industrial field are cutting in on the farm market. Among these is the Allis-Chalmers Manufacturing Company. This concern has been a specialist in power machinery for eighty-four years. Of course, its power machinery had only industrial, mining and public utility applications until recent years. The addition of the tractor enables Allis-Chalmers to offer power equipment to the farmer. This division of the company's business has been meeting with amazing success. It predicts that its tractor sales in 1930 will reach \$25,000,000. Though it is an industrial house, strange to say, Allis-Chalmers offered its tractor to farmers before it offered it to the industries. It entered the industrial tractor field only two years ago.

This tractor adventure of Allis-Chalmers is in accordance with sound expansion principles. In entering the tractor business it was not straying away from the field that it knew—power machinery.

Keeping the product up to date is an important influence beneath full-line expansion. Take F. E. Myers &

Brothers Company, of Cleveland. This concern was launched in 1878 to make water pumps. Related items were added from time to time until today the line would not recognize a photograph of itself taken fifty-two years ago. At present a good portion of Myers' business is on complete water systems for farms, summer resorts, country estates, golf courses, institutions, etc. These systems are, of course, supplanting the old handle pumps, but the systems run into much larger volume than did the old-fashioned pump. A significant thing about Myers' development is that the part of the line that has been the least satisfactory is that portion of it which does not fit in with pumps—hay-loading tools and barn equipment.

Willson Products, Inc., of Reading, Pennsylvania, started making goggles many years ago. It has increased its line to huge proportions and yet it is still in the same business that it entered originally. It has extended the goggle principle to a number of new products. It makes protective devices of every sort, such as welding goggles, helmets, handshields, aviation goggles, devices for protection against dust, smoke, fumes, sun glare, ultra-violet rays, etc.

Saws and Substitutes

Henry Disston & Sons, Inc., has kept its line up to the minute and still the company does not get out of the saw business. Not long ago it announced a new line of pruning tools, consisting of fifty-seven different numbers in 104 sizes and styles. Most of these numbers are saws. The rest of them are cutting tools that are used as substitutes for saws.

The Continental Motors Corporation does not leave the motor industry, though it is now making motors for farm purposes and for uses in the industries. The Packard Motor Car Company cannot be accused of neglecting its original job, though airplane engines have been added to its line.

The Public Service Corporation of New Jersey recently acquired Yellow Cab, Inc., operating 400 taxicabs in and around Newark, and still it is sticking to its knitting. The taxicab and bus business has become a legitimate part of a public utility line. Years ago the utilities started to operate street cars as an outlet for electric juice. Since buses and taxicabs are now running in competition with

Bruce Barton

says:

"I have known Dick Hay for many years. He has not only a thorough knowledge of his subject but the ability to impart that knowledge in a stimulating and effective fashion. His courage is an inspiration."

For MANUFACTURERS and ADVERTISING AGENCIES my wide Sales Management and Retail experience can be worth many times its cost.

From June to September I will be available in New York as a Consultant on Sales, Merchandising, and Marketing problems, for a few clients only.

Please address inquiries to

RICHARD C. HAY
Soldiers Field Boston, Mass.

5 KEY Markets In Texas

Dallas San Antonio
Fort Worth Houston
Beaumont

A Department of Commerce survey of Beaumont Trade Territory conclusively proves it to be the Fifth Market in Texas and the Third Market for Louisiana.

No campaign will be complete without the

BEAUMONT ENTERPRISE
AND
THE BEAUMONT JOURNAL

Home delivered throughout Southeast Texas and Southwest Louisiana

"Ask BECKWITH, He Knows"

street cars, and in many cases are supplanting them, the operation of these newer methods of transportation is a proper utility function.

The men's wear trade has gone in for full-line expansion in a pretentious way. A. Stein & Company originally made Paris garters only. It now manufactures suspenders, rubber sundries, elastic webbing and a big line of like articles for women and children which is put out under the name Hickory. Last year its sales of Paris garters was only 25 per cent of its total volume.

Knox Hat Company, Inc., Robert Reis & Company, Cavanagh-Dobbs, Inc., Munsingwear and Pioneer Suspender Company are a few more apparel concerns that have greatly broadened their lines. These companies are offering a much larger range of goods, but still they have not made an extravagant detour from the lines in which they originally embarked.

Simmons Had to Expand

The Simmons Company did more expanding in 1929 than at any time in its history. All of its expansion was aimed at the completion of a full line of furniture. The company was organized in 1876 to make metal beds. Simmons not only elevated the metal bed to a plane of prestige that it never enjoyed before, but the concern also succeeded in becoming the pre-eminent manufacturer of bedroom furniture. That is exactly why it had to expand. It has come close to reaching the saturation point in supplying the bedroom alone. To continue its growth it must reach out into the other rooms of the house. Its first step in this new move was the acquisition of the Berkey & Gay Furniture Company. By buying Berkey & Gay, Simmons not only strengthened its bedroom position, but it also immediately acquired some living-room and dining-room business. The next step was the purchase of the B. F. Huntley Furniture Company, a full-line house. Undoubtedly Simmons will engage in further expansion in the same direction, because its line is still a long way from being as complete as the management desires.

(The conclusion to this article will appear next week.)

Stuart Peabody, advertising manager of the Borden Company, New York, has been appointed chairman and W. A. Grove, manager of advertising and sales promotion of Edison General Electric Appliance Company, Chicago, associate chairman of the program committee for the semi-annual meeting of the Association of National Advertisers, at French Lick Springs, Indiana, May 5-7.

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SALESMAN AND EXECUTIVE WITH BROAD experience in the Eastern, Central and Pacific Coast territories, with an intimate knowledge of the Orient and its marketing problems, possessing a record of achievement in domestic and export sales, seeks a connection as District Manager or Export Representative. Address Box 232, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

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\$50 to \$50,000 DAILY SALES SECURED FOR our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years' salesmanship-in-print experience back of our campaigns. Submit Sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

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